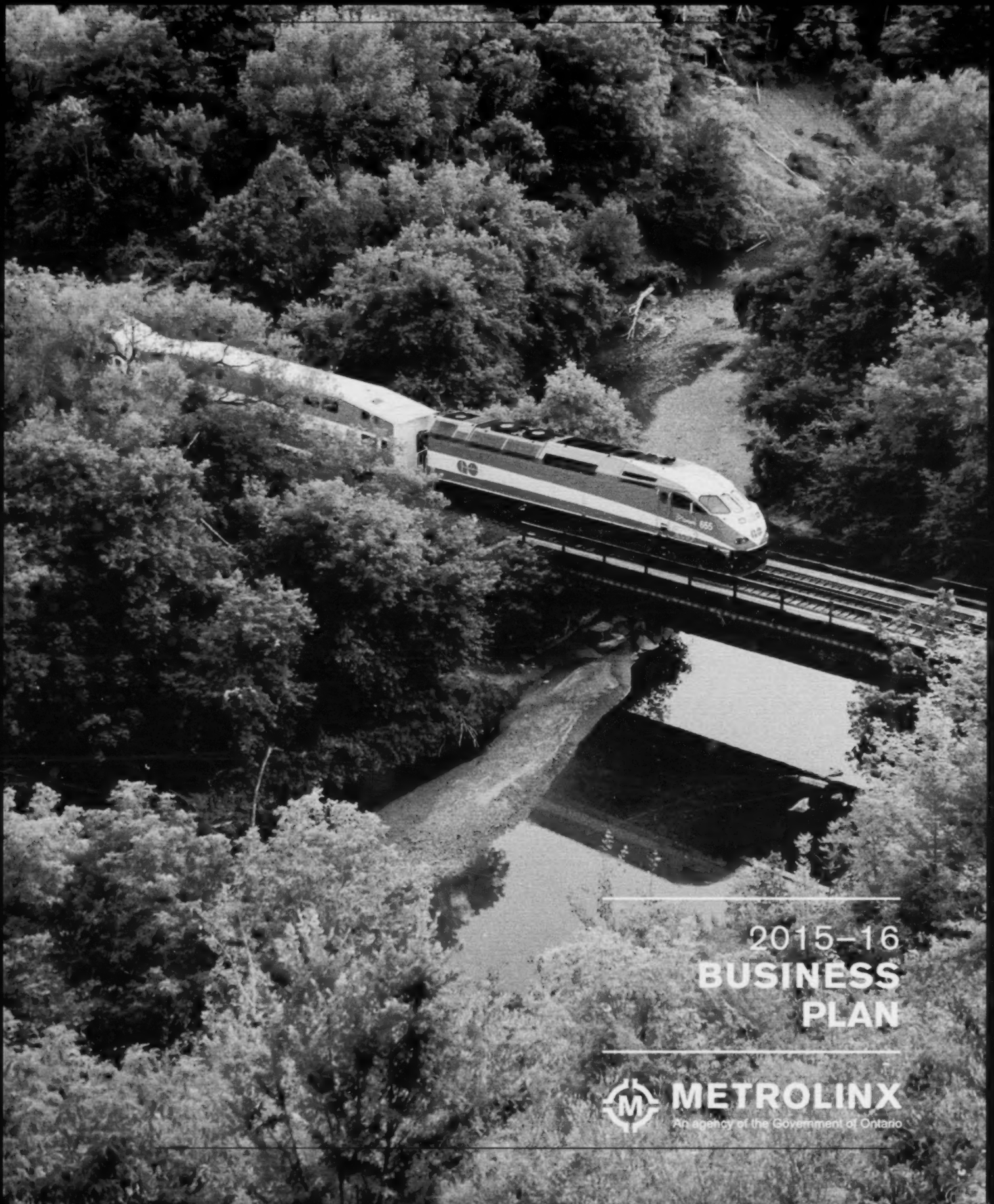

2015–16 BUSINESS PLAN

METROLINX

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METROLINX

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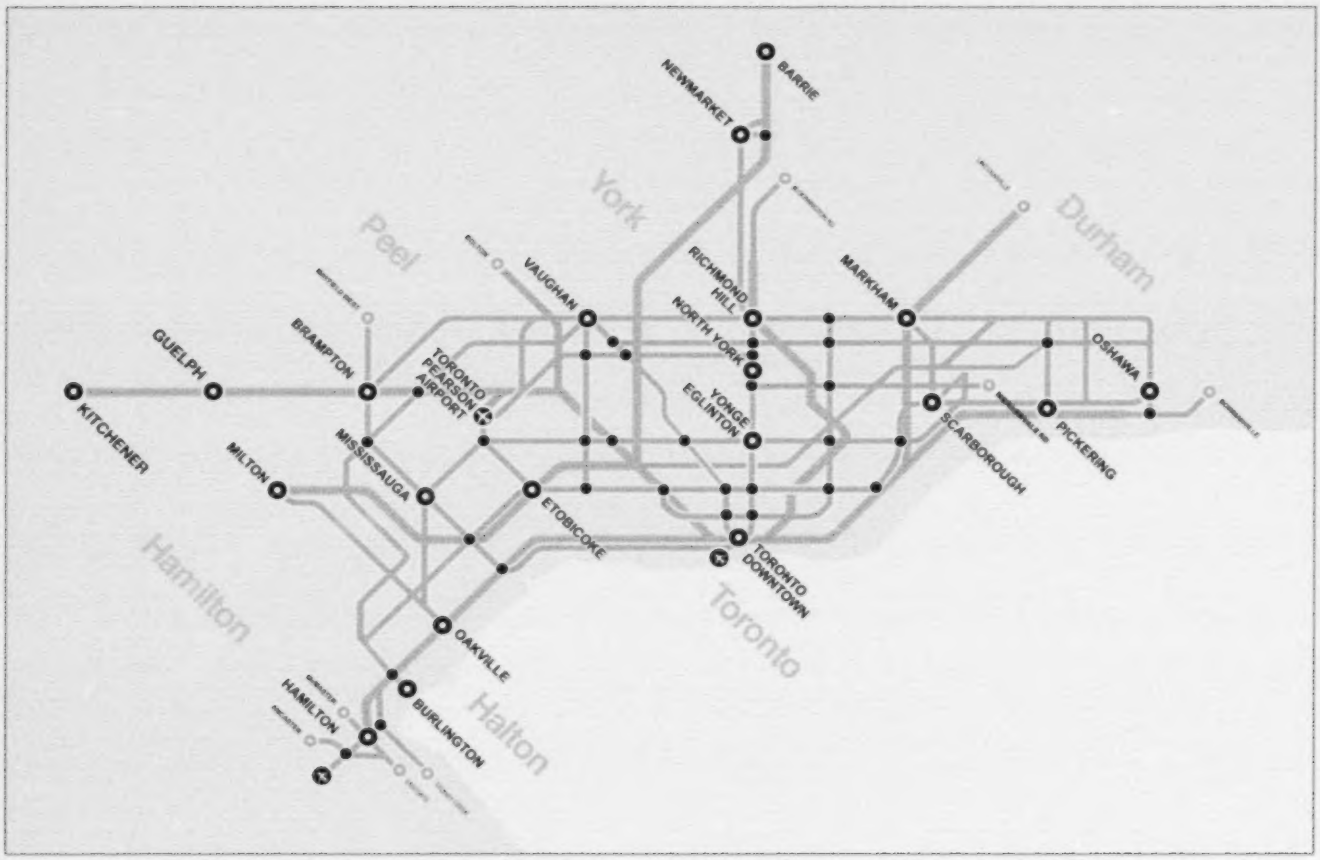
PRESTO

Union Pearson Express



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Executive Summary

Guided by the Metrolinx Five Year Strategy, the Metrolinx 2015-16 Business Plan presents upcoming priorities plus analysis and evaluation of 2014-15 results for all operating divisions. Profiled in this document are the organizational strategic directions, performance measures, risk assessment, business environment and the 2015-16 deliverables. The Appendix summarizes 2014-15 operating results, key statistics and assumptions.

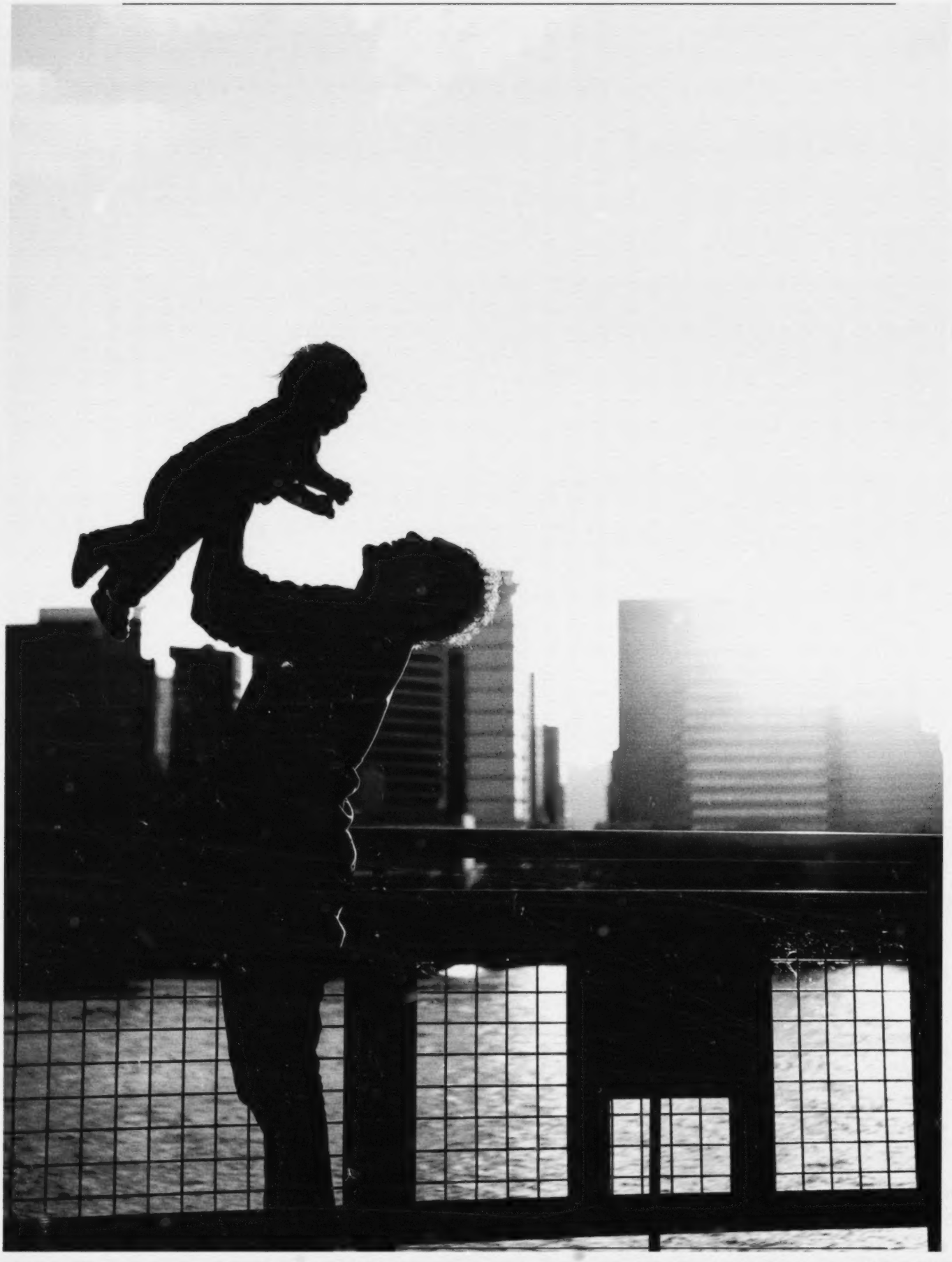
This year marks an exciting milestone for Metrolinx with the launch of UP Express in advance of the Toronto 2015 Pan Am/Parapan Am Games. UP Express will give passengers a comfortable and convenient way to travel from Pearson International Airport to the hustle and bustle of the downtown Toronto in just 25 minutes. It also pioneers new ground for private-public partnerships in the transit industry, with strategic partnerships in the financial sector and with other retail and customer service providers creating a seamless and connected customer experience, whether it's from plane to train or train to plane.

At the same time, significant advances have been made on the Union Station Revitalization Project with the recent opening of the new York Concourse, providing 150 per cent more space for GO Transit passengers. Phase 1 of the PRESTO fare system implementation on the Toronto Transit Commission (TTC) will also be complete by July 2015, covering 26 subway stations and all new streetcars.

Operationally, Metrolinx continues its emphasis on managing increasing GO ridership and expanding services. GO Transit ridership (as measured by boardings) grew by 4.0percent in 2014-15 and is expected to see growth of 3.2 percent in 2015-16. Correspondingly, service levels have expanded across both bus and rail modes. Ridership on the UP Express is anticipated to reach 5,000 riders per day in its first year. PRESTO cards issued increased by 33.3 percent in 2014-15 and an additional increase of 22.8 percent is anticipated for 2015-16.

Metrolinx will continue to monitor its performance against key performance indicators (KPIs) from financial to customer service measures and will introduce Hyperion Planning Software to help improve the overall budgeting and planning process. This will provide additional visibility and transparency into KPI information and assist the organization to better meet its commitment to performance measurement.

With this 2015-16 Business Plan, Metrolinx continues its progress towards successfully implementing its Regional Transportation Plan in a fiscally responsible manner, fully considering financial risks such as rising fuel prices and other identified external constraints.



1.0 Introduction

1.1 Legislative Mandate

Metrolinx, an agency of the Government of Ontario under the *Metrolinx Act, 2006*, was created to improve the coordination and integration of all modes of transportation in the Greater Toronto and Hamilton Area. The organization's mission is to champion, develop and implement an integrated transportation system for our region that enhances prosperity, sustainability and quality of life.

1.2 Organization Profile

Metrolinx is responsible for a broad range of activities including: providing regional leadership in transit to guide planning and investment; operating and expanding GO Transit rail and bus services; implementing the PRESTO fare card; delivering and operating UP Express before the Toronto 2015 Pan Am/Parapan Am Games in July; and building priority regional rapid transit like the Eglinton Crosstown and bus rapid transit projects.

Through its three operating divisions, GO Transit, UP Express and PRESTO, Metrolinx oversees the largest transit capital expansion program in Canada. The organization has built over $16B in capital infrastructure since 2006-07 and rapid growth continues with a capital budget of $2.4B this year and commencement of next round of key projects such as ERMF and Hurontario LRT.

Operationally, Metrolinx expects to transport over 71 million GO Transit passengers this year (as measured by boardings), consisting of over 55 million rail boardings and over 16 million bus boardings. The organization recovers most of its operating costs through ridership and non-fare revenue sources, consistently earning about 80 percent of what is needed to run the service --one of the best financial performances in the world for transit. Metrolinx values innovation, customer service and safety within its business practices, and strives to deliver high quality services to all clients and stakeholders.

Driven by the Regional Transportation Plan, *The Big Move*, and increasing demand for transit services, Metrolinx is currently responsible for a widening range of activities. The organization has broadened its expertise and will grow to over 3,600 employees by the end of 2015-16.

1.3 Metrolinx Quick Facts & Service Highlights

	Actual March 31 2014	Actual March 31 2015	Targets March 31 2016
GO Train Service:			
Lines	7	7	7
Stations	63	63	64
Route kilometres	450	450	460
Route kilometres on owned corridor	366	366	366
Weekly train trips	1452	1516	1611
Active train sets (typical weekday)	48	50	54
Locomotives	65	67	67
Bi-Level passenger railcars	574	623	678
GO Bus Service:			
Terminals (excl. stops and ticket agents)	15	15	16
Route kilometres	2,760	2,796	2,850
Weekly bus trips	11,790	12,057	12,200
Single-level buses	419	393	389
Double-decker buses	47	117	135
Station Access:			
Rail Parking spaces	67,873	69,123	69,923
Bus Park and Ride lot spaces	3,173	3,845	3,916
Parking Structures	9	10	10
Stations with Carpool Parking	46	48	53
Carpool Parking Spaces	400	435	500
Carpools to GO formed	0	1,500	1,750
Stations with Carshare Services	0	6	13
Stations with Electric Vehicle Charging	5	10	11
Parking Spaces with Electric Vehicle Charging	10	20	22
UP Express:			
Stations	0	0	4
Route kilometres	0	0	25
Weekly trips	0	0	1,106
Active train sets (typical weekday)	0	0	7
Diesel multiple unit railcars	0	12	18

	Actual March 31 2014	Actual March 31 2015	Targets March 31 2016
PRESTO:			
Cumulative cards activated (in '000s)	1,099	1,480	2,050
Transit Service Providers using PRESTO	9	10	11
Number of devices (in '000s)	7.3	7.6	8.7
Fare collected by PRESTO for Service Providers (in $Ms)	$417.1	$506.0	$665.0
Rapid Transit Implementation:			
New Rapid Transit kilometers under construction:	20.1	22.5	35.2
New BRT kilometres under construction	*10.1*	*12.5*	*25.2*
New LRT kilometres under construction	*10*	*10*	*10*
New Rapid Transit kilometres brought into service:	2.5	3.9	2.6
New BRT kilometres brought into service	*2.5*	*3.9*	*2.6*
New LRT kilometres brought into service	*0*	*0*	*0*
Total Rapid Transit kilometres in service	2.5	6.4	9.0
Smart Commute:			
Employers participating in:	323	334	343
Commuters participating in:	726,500	726,600	731,600
Active Ride-matching users on Smart Commute online tool [1]:	14,519	7,400	10,000
Active & Sustainable School Transportation (ASST) program participating stakeholders:	30	61	67
Municipalities on TDM coordinating Committee:	13	16	20
Transit Procurement Initiatives:			
Participating transit service providers	28	31	33
Cumulative buses purchased	821	904	1,014
Environmental:			
Leadership in Energy and Environmental Design Certified Facilities			
Gold	4	4	5
Silver	2	2	2
Pending	0	1	13
Green power installations	9	9	9

Note 1: The number of active ride-matching users on Smart Commute shows a reduction from 2013-14 to 2014-15 as a result of a changed in the tool. In 2014-15 a new baseline was established.

2.0 Strategic Direction

2.1 Advancing our Five Year Strategic Objectives

The Regional Transportation Plan, *The Big Move*, provides strategic guidance to plan, design, build and operate a regional transportation system that enhances our prosperity, our environment, and our quality of life. It inspires Metrolinx's vision and mission statements.

Metrolinx is guided corporately by a rolling Five Year Strategy that identifies key milestones and deliverables as a reference point for measuring progress. This five-year window helps align annual business objectives with our common vision and mission.

Vision

Working together to transform the way the region moves.

Mission

To champion and deliver mobility solutions for the Greater Toronto and Hamilton area.

Values

Serve with Passion – We put our hearts and minds into service excellence for our customers and each other.

Think Forward – We embrace change and create new ideas.

Play as a Team – We work together in a spirit of trust and respect.

The previous Metrolinx Five Year Strategy (2013-2018) underpinned the 2014-15 Business Plan. Looking forward, the 2015-16 deliverables has been updated in our 2015-2020 Five Year Strategy.

Metrolinx Strategic Priorities 2015-2020

1. Champion regional mobility, working together with partners across the GTHA to provide direction, strengthen integration, and enhance travel choices.
2. Ensure a sustainable financial framework to build and operate the regional transportation plan.
3. Expand the regional rapid transit network to provide a viable transit alternative to car travel.
4. Be a global leader in service delivery and in customer service excellence to grow transit ridership.
5. Ensure that Metrolinx is a trusted organization with the capacity and flexibility to deliver the Regional Transportation Plan.

Early successes on the current Metrolinx Five-Year Strategy (2015-2020) include progress in each of the organization's three mandate areas:

PLAN

- Made progress on restructuring within Procurement and I&IT to make our business processes more efficient.
- Completed feasibility study for a new inter-regional bus terminal at Kipling GO Transit/TTC Station.
- Initiated analysis of service concept, infrastructure and initial business case for RER.
- Achieved Gold Level recognition in the American Public Transportation Association's Sustainability Commitment.

DELIVER

- Made progress on key infrastructure improvement and expansion work such as:
    - Eglinton Crosstown Light Rail Transit (Notice of preferred proponent in June);
    - Completed, in collaboration with GTHA Transit Agencies, development of Triplinx regional traveler information system Phase 1.
    - GO Transit East Rail Maintenance Facility (AFP contract awarded)
    - Finch West Light Rail Transit (developed RFQ to seek qualified proponents for AFP RFP)
    - VivaNext Bus Rapid Transit (completed Hwy 7 BRT from Hwy 404 to Warden; released AFP/RFP for Hwy 7 BRT in Vaughan and Markham;

awarded design-build contract for Yonge Rapidway; acquired property for VivaNext projects).

OPERATE

- Launched UP Express operations on June 6, 2015.
- Added peak period GO Train (Milton and Barrie) and additional GO Bus service between Hamilton and Square One in Mississauga.
- Implemented a Rail Adhesion Management Program and installed hundreds of snow clearing devices on switches to improve GO Train reliability.
- Moving towards an agreement with the Toronto Transit Commission to operate service on the Eglinton Crosstown corridor.

As a result of this and other activity, the Metrolinx Five-Year Strategy (2015-2020) is well on track. The table in appendix B outlines the status of this strategy.

A new Five Year Strategy is being developed (2017 to 2022). This update will be organized within Metrolinx's three core mandate areas to plan, deliver, and operate a seamless regional transportation network. It will be updated to reflect advances in Regional Express Rail, to better reflect Metrolinx's sustainability goals, and to incorporate The Big Move Legislated Review. This strategy will be delivered at the Board of Directors meeting in June of 2016.

3.0 Planned Deliverables 2015-16

3.1 Direction for 2015-16

There are many key initiatives and milestones this year that are critical to the success of our mandate to plan, build and operate regional transit. The government has recently made a series of exciting announcements about transit investments, and Metrolinx will lead the planning, design and construction work for many of these projects and ensure they operate efficiently. These initiatives will transform the regional transportation system by providing significant new travel choices across the GTHA.

A key initiative is the launch of UP Express, providing a quick and reliable solution for customers travelling between busy Terminal 1 (T1) at Toronto's Pearson International Airport and Union Station in the centre of the financial core. Key successes of UP Express focus on finding solutions for the customer while maximizing Metrolinx assets, generating non-fare revenues and decreasing cost structures. With UP Express, Metrolinx is developing strategic partnerships within key industry sectors (e.g. financial services, information technology, professional services and telecommunications) to assist in the fulfilment of its mandate. In particular, UP Express' multi-year strategic partnership with CIBC, the first of several strategic partnerships announced, will help deliver value for money, generate non-fare revenue to offset operating costs, drive new business opportunities and enhance the UP Express guest experience.

Additional strategic and retail partnerships include Cisco, Deloitte, Rogers, Air Canada, Balzac's Coffee Roasters, Drake General Store, and Mill Street Brewery, demonstrating the

private sector's interest in a transportation legacy project that will strengthen our economy, reduce gridlock and secure Toronto's position as a global city. Lessons learned from the successes of UP Express partnerships will be expanded to other Metrolinx assets in the future.

There are also some key transit projects that are coming into service this year, new services that will be offered and progress being made to roll out key enabling tools like PRESTO deployment on the TTC that help people move seamlessly through the GTHA. This section highlights our expected progress in 2015-16 and the milestones for our major initiatives and status of our large capital projects.

3.2 GO Regional Express Rail (RER)

Building on the government's initial commitment to GO RER in April 2014, the government recently approved funding to get GO RER started. Over the last year Metrolinx worked with the Province to define the future service concept for RER as well as the infrastructure requirements.

As a result of the work between Metrolinx and the Province, the government announced the highlights from the GO RER service concept. GO RER service represents:

- More than doubling peak service and quadrupling off-peak service compared to today
- Reduced journey times for some cross-region transit trips by as much as 50 per cent
- A wider range of travel options to Greater Toronto and Hamilton Area (GTHA) residents

15-minute two-way, all-day electrified service for:

- Lakeshore East and Lakeshore West corridors between Oshawa and Burlington
- Kitchener line between Bramalea and Union Station
- Barrie line between Aurora and Union Station
- Stouffville line between Unionville and Union Station

Two-way, 60-minute service or better on weekdays, evenings and weekends for:

- Hamilton on the Lakeshore West line (all day) between the Hamilton GO Centre and Union Station
- Barrie line between Allandale-Waterfront and Union Station
- Stouffville line between Mount Joy and Union Station

Peak period, peak direction service on weekdays every:

- 15 minutes on the Lakeshore West line between Hamilton GO Centre and Union Station
- 30 minutes on the Lakeshore West line between the West Harbour station and Union Station
- 15 minutes on the Milton line
- 30 minutes on the Kitchener line between Kitchener and Union Station
- 15 minutes on the Kitchener line between Mount Pleasant and Union Station
- 30 minutes on the Barrie line between Allandale-Waterfront and Union Station
- 15-30 minutes on the Richmond Hill line
- 20 minutes on the Stouffville line between Lincolnville and Union Station

Express service:

- In addition to the services outlined above, communities between Oakville and Hamilton on the Lakeshore West line, between Bramalea and Kitchener on the Kitchener line, and between Pickering and Oshawa on the Lakeshore East line would benefit from express services to-and-from Union Station.

The major deliverables for 2015-16 are to continue to refine the phasing for the service concept and infrastructure delivery plan, start property acquisition, initiate key grade separations, undertake environmental assessments including launching the EA for system-wide electrification and beginning the public consultations on RER/Smartrack on collaboration with the City of Toronto.

3.3 GO Transit Service Highlights

GO Transit is planning service growth during the peak and off-peak as well as planning to offer some additional counter peak services in 2015-16. Based on planned service expansion and natural growth in ridership, overall rail and bus boardings are forecasted to be 71 million, up nearly 3.2 per cent from 2014-15.

In the early part of 2015-16 the focus of planned new services is on the Lakeshore line as well as additional rail and bus services during the Toronto 2015 Pan Am/Parapan Am Games.

June 2015 Rail Service Expansion

- Lakeshore West - 1 new AM peak trip (Aldershot to Union);
- Lakeshore West - 1 new AM peak trip (Bronte to Union);
- Lakeshore West - 1 new PM counter-peak extension from Oakville to Aldershot; and

- Lakeshore West - 1 new PM peak extension from Oakville to Aldershot

July 2015 Rail Service Expansion:

- Lakeshore West - 2 new AM peak extensions from Aldershot to West Harbour
  Lakeshore West - 2 new PM peak extensions from Aldershot to West Harbour
- Additional Lakeshore East and West trips during the Toronto 2015 Pan Am/Parapan Am Games

July 2015 Bus Service Expansion

- Extended Route 18 (select trips) to West Harbour GO station
- Additional trips on select GO bus routes to support the Toronto 2015 Pan Am/Parapan Am Games

Seasonal weekend service to will start on July 3rd and run until Labour Day weekend with two special weekend services for Victoria Day and Thanksgiving long weekends. Niagara seasonal service includes two bike coaches to make it easier for riders take their bikes with them. GO bus will also offer connecting bus services from St. Catharine's and Niagara on the Lake. Barrie seasonal weekend service is planned to start later in June.

GO Transit is also building West Harbour Station, a new GO station at 353 James Street North in Hamilton to support the community's growing population and anticipated GO Transit ridership growth along the Lakeshore West corridor. The construction includes a station building, fully-accessible platforms, a kiss and ride, parking facilities and a bus loop which are expected to be operational in summer 2015 in time for the Toronto 2015 Pan Am / Parapan Am Games. The new West Harbour Station should help with the large crowds anticipated for the soccer events during the games. There will be more details available later in the year on the rest of the GO Transit planned service expansion for 2015-16.

3.4 PRESTO Fare Card Highlights

The top priorities for PRESTO this year are the accelerated implementation across the Toronto Transit Commission (TTC) network; the deployment of PRESTO on UP Express; and conducting a pilot for a PRESTO solution for third party para-transit.

In January 2015, Metrolinx and the TTC announced they were developing a plan to accelerate the rollout of PRESTO, which was initially scheduled to be completed in 2017. Under the accelerated plan, TTC riders would be able to use their PRESTO cards on all subway stations, buses and streetcars by the end of 2016 making the TTC more convenient and accessible.

PRESTO and the TTC are working though the details of an accelerated implementation plan with the final plan subject to approvals. Some of the key elements of the acceleration plan are:

- PRESTO will be available at 26 subway stations by July 2015. The objective is to allow customers to be able to use PRESTO cards at all 69 TTC subway stations and throughout the entire TTC by the end of 2016.
- By the end of 2015, all legacy streetcars will have PRESTO devices installed on their front and back doors. Accomplishing this involves Metrolinx receiving support from the TTC to divert the equipment scheduled for the new streetcars, which have been delayed, to the existing, legacy streetcars.
- A plan to enable PRESTO on the TTC bus fleet is being developed with the TTC so that PRESTO cards can be used on all buses by the end of 2016.
- The TTC is also working to bring brand new fare gates to all TTC stations.
- Accelerating implementation allows PRESTO to use the same technology across TTC ensuring easier implementation, providing better customer service and lowering the risk of failure.

In 2015-16 PRESTO will also need to focus on the next phase for some of its key contracts. Initial contracts with municipal service providers were established in 2006 and will expire in October 2016. After a successful first ten years, PRESTO will need to establish the second generation of contracts to ensure they continue to reflect the goals and objectives of increasing transit mobility and choices. How to achieve these goals and objectives will inform the terms and conditions of the contracts.

The contract with Accenture, who manages many aspects of PRESTO's capital projects as well as many aspects of operations, will also expire in October 2016. PRESTO is developing its re-procurement strategy which will need to balance fairness, openness and accountability of the procurement process while mitigating the operational and deployment risks of changing service providers in the middle of the TTC deployment.

3.5 UP Express Service Highlights

The UP Express launched on June 6, 2015. UP Express will be North America's first dedicated express airport rail link, providing reliable, predictable service between Union Station and Toronto Pearson International Airport in just 25 minutes, with trains departing every 15 minutes in each direction, 19 ½ hours a day. It will be one more option to move travellers and tourists between these two major transportation hubs, and in the first year alone it will take up to 1.2 million cars off the road. UP Express will make approximately 158 trips per day between Union Station and Toronto Pearson International Airport and is projected to carry about 5,000 passengers per day in its first year of service.

With the launch of UP Express Toronto will join the ranks of other world-class cities with a direct airport rail link, making the journey from Toronto Pearson to the heart of downtown much easier. And this summer, UP Express will help welcome the world to Toronto during the Toronto 2015 Pan Am/Parapan Am Games. For more information on UP Express customer service see section 6.3.

3.6 Rapid Transit Projects Underway

The Eglinton Crosstown is expected to reach some key project milestones this year. Tunneling under Eglinton Avenue continues. Dennis and Lea, the two tunnel boring machines (TBMs) being used in the west tunnel, were recently extracted on the west side of Allen Road and were re-launched on the east side. In the east segment, TBMs, Humber and Don will be assembled and ready to start tunnelling in the summer of 2015. The RFP to design, build, finance and maintain the project is also expected to reach financial close in the summer of 2015. Metrolinx also plans to receive and test two pilot light rail vehicles (LRVs) that will arrive in the fall of this year.

Progress is also underway on the vivaNext bus rapid transit (BRT) projects with construction across York Region. Utility relocations are expected to start on Yonge Street in Newmarket

and Richmond Hill. The AFP for the next phase of the VivaNext project, which includes 12 kilometres of dedicated bus lanes on Highway 7 in Vaughan and Richmond Hill, is expected to reach financial close in the fall of 2015.

The segment along Davis Drive from Yonge Street at Upper Canada mall to just past the Southlake Regional Health Centre, about 2.6 kilometres is expected to come into service in December 2015, along with a new GO Transit/viva park-and-ride facility at Davis Drive and Highway 404

3.7 Funding for Other Next Wave Projects

In addition to the rapid transit projects that are already underway, the government recently made announcements in the 2015 Budget to move forward with the Finch West LRT, Hurontario-Main LRT, a new LRT line in Hamilton. Metrolinx will also move forward with planning and design work to support several other Next Wave projects including:

- Dundas Street bus rapid transit, linking Toronto Mississauga, Oakville and Burlington;
- Durham-Scarborough bus rapid transit;
- Brampton Queen street rapid transit;
- Toronto Relief Line; and
- Yonge North Subway Extension.

Metrolinx will be working to advance the business case, design, and/or procurement for these projects to move them forward.

3.8 Other Key Initiatives

Legislated Review of *The Big Move*

The Big Move was released in 2008 and *The Metrolinx Act, 2006,* requires that the Regional Transportation Plan (RTP) be reviewed in 2016. This review, currently underway, is staged in two parts:

1. Legislated Review: Released in spring 2016 with a published discussion paper which identifies the impacts from transportation investments since 2008, discusses emerging trends shaping the region to 2041 and beyond, and identifies areas that require updating.

2. RTP Update: Updated draft RTP to be released for public consultation in early 2017 which addresses gaps, needs and strategies to 2041, including ways to maximize the impact of investments currently underway.

This approach will enable the refreshed plan to take into account the recent announcements to fund and move forward with GO Transit RER and other key rapid transit projects, and align with the Province's review of the Growth Plan for the Greater Golden Horseshoe. As required by legislation, the Province is also reviewing the Growth Plan for the Greater Golden Horseshoe, 2006. The Province is taking a co-ordinated approach to reviewing the Growth Plan along with the Greenbelt Plan, Oak Ridges Moraine Conservation Plan, and Niagara

Escarpment Plan. Releasing the update of the RTP in 2017 will also allow the refreshed plan to take into account the outcomes from the co-ordinated land use planning review.

Regional Coordination

Metrolinx continues to lead activities that make it easier to travel around the region. Metrolinx and the transit systems across the region recognize that more and more customers travel between communities and need to use multiple transit services to complete their travel. The objective of these activities is to ensure that travelers can move seamlessly between systems.

Triplinx, a new service to plan transit travel throughout the GTHA is being publicly launched in May 2015, and will continue to be expanded throughout the year. Triplinx has been developed in conjunction with the 11 transit agencies that provide the information for this integrated travel information tool. Starting with trip planning and schedule information, the system will grow to include real-time information and more travel services.

Improvements to the fare systems will be planned this year to provide a fare strategy supports travel across the region's transit systems. In the meantime, an initial pilot of combined TTC/GO Transit fares for travelers on GO between Danforth and Exhibition stations will be completed.

Community Benefits

In 2015-16 Metrolinx is embarking on two new partnerships with community groups making a difference in the areas they serve while promoting the use of transit, and building capacity in the construction sector in Ontario.

The first is a two year partnership with Good Foot Delivery, a courier service that employs people with developmental disabilities to make deliveries using transit or by walking. Metrolinx will allow Good Foot Delivery couriers free access to the GO Transit system. Their primary use of the GO network is anticipated to be off-peak and counter-peak in direction of the majority of the GO riders. In return, Metrolinx will receive regular reports on system accessibility from the couriers. This valuable feedback will help Metrolinx prioritize and address accessibility issues and will benefit riders across the network.

The second partnership is with the Ontario Construction Careers Alliance (OCCA), an organization whose membership includes many of the large civil construction companies in Ontario. The OCCA promotes civil construction as a career choice to high school students, and it offers programs that help set up apprenticeships and other work placements for young people who are entering the industry. This partnership will help increase the capacity of that sector.

Building capacity is critical. Moving forward with GO RER and multiple LRT projects across the GTHA will place a heavy load on the Ontario civil construction sector. Through outreach and training for youth, partnership with of the OCCA will contribute to Metrolinx's ongoing community benefits initiatives, ensuring that construction projects increase job opportunities for local youth.

Sustainability

Sustainability is one of the major pillars of the Regional Transportation Plan and the Metrolinx mandate. In 2014-15, Metrolinx initiated the development of a Sustainability Framework to formalize the vision, goals and priority actions with respect to sustainability, achieved the Union International des Transports Public (UITP) Sustainability Charter Pledge Signatory status and a Climate Resilience and Adaptation position has been created within the Sustainability team and work has started to develop the corporate resilience and adaptation plan.

The Sustainability Framework represents progress towards managing, tracking and reporting on the social, economic and environmental impacts of our business and will include a concrete action plan to achieve performance improvement of identified sustainability metrics over time. Progress on the Framework is planned to be measured and communicated in an annual Sustainability Report beginning in 2016.

Energy Management

Metrolinx strives for continuous improvement in cost management and effective delivery of front line and back-office services and operations. In 2014-15 Metrolinx finalized and issued its first Energy Management Plan, which is currently being implemented by GO's operating divisions. There is significant focus on energy efficiency and reducing energy utilization through metrics, procedures and targets detailed the plan.

The plan focuses on four key areas to infirm decision making: conservation through investment, conservation through modified operating procedures, cost reduction with strategic energy procurement and energy data management. For example, GO is projecting savings of over $1M annually by implementing improved idling practices that will reduce rail and bus fuel consumption.

Open Metrolinx

The Ontario Open Government initiative is intended to maximize access to government data by requiring it to be open by default except in limited and specific circumstances where there are limitations related to confidentiality, legal privilege, security, privacy or commercial sensitivity. Aligning to the Ontario Open Government initiative, the Open Metrolinx project was started in 2014 with a purpose to share a wealth of Metrolinx data and information through a central hub, encouraging participation, sharing, combining and learning. Both real-time and static data and information would be accessed through a Metrolinx website.

The focus for the Open Metrolinx Project for 2015-16 is to collect and prepare the data and information sources that would be available through the website, engage external partners to provide links on our site, complete the development of the Open Metrolinx platform, and complete testing of the site and launch it by the end of the fiscal year.

Design Excellence

Design Excellence is a key Metrolinx mandate, focusing on the improving the quality of the customer experience on all capital projects. In 2014-15, the Design Excellence team provided substantial input into ensuring that the principles and requirements of design excellence are realized on the Crosstown LRT, and provided design review on GO capital projects, as well as advancing a regional wayfinding harmonization initiative that will improve seamless integration across the GTHA, with pilots beginning in 2015. In 2015, Design Excellence will focus on GO Design Excellence Guidelines that will increase the level quality as architecture and landscape design become more consistent reflections of the GO brand.

3.9 Detailed Deliverables 2015-16

Exhibit 2: 2015-16 Metrolinx Deliverables

Five-Year Strategy Objectives	2015-2016 Planned Deliverables
I. Champion regional mobility, working together with partners across the GTHA to provide direction, strengthen integration and enhance travel choices.	
1. Guide regional transit investment and decision-making, maintaining a current regional transportation plan, and infrastructure investment program.	1a. Update GO Transit 5 Year strategy to reflect RER, current Customer Service Strategy, and other developments 1b. Work with business units to strengthen alignment of the 5 Year Strategy activities with progress on the regional transportation plan. Update the 5 Year Strategy for the period 2017 to 2022. 1c. Define the regional transit infrastructure investment program, establishing the scope, prioritization, and sequence of infrastructure projects using best practice evidence-based planning methods and business case analysis. o Complete RER initial Business Case and release publicly in Q1 2015-16 o Advance comprehensive evaluation framework for assessing potential new station locations across the GO network. o Launch enterprise business case framework and templates in Q1 2015-16 o Complete an international peer review of BC framework complete Q1 2015-16 o Geographic Information System (GIS) & Business Intelligence (BI) Pilot and finalize strategy to support analytic and strategic decision making in Q4 2015-16
2. Advance **integrated transit fares and services** across the GTHA, optimizing convenient, seamless connections to improve customer experience.	2a. Develop strategies to improve service coordination between municipal transit service providers (MSP's), including more timely delivery scheduled service changes and improved collaboration with MSP's in the service planning process 2b. Implement the recommendations of the Cross-Boundary Specialized Transit Improvement program o Implement a regional program to support cross-boundary travel on specialized transit services o Facilitate discussions to reach a harmonized approach to eligibility and have all agencies coordinate their clients' bookings with other agencies. 2c. Develop strategies to improve service coordination between municipal transit service providers (MSP's), including more timely delivery scheduled service changes and improved collaboration with MSP's in the service planning process

3. Facilitate transit fare payment in the GTHA, by developing and implementing customer-focused regional solutions that support transportation policy goals	3a. Fully implement PRESTO in the GTHA, focusing on customer experience, client needs and system reliability, scalability and interoperability. Complete the roll-out of PRESTO in the GTHA including deployment on: o UP Express in Q1 2015-16 o Roll-out a pilot for PRESTO on paratransit Q2 2015-16 o Roll-out on TTC, including the accelerated plan pending approval o Enhance the PRESTO system as the scale of operation increases, ensuring reliability of the IT infrastructure and the PRESTO finance, operations and customer service functions. o Electronic Ticketing System (ETS) for UP Express in Q3 2015-16
	o PRESTO capabilities for UP and GO with Ticket Vendor Machines (TVM) in Q4 2015-16 o Complete Fare Management System (FMS) upgrade in 2016 will expand scale of the system in order to support the scale of TTC ridership 3b. Complete recommendations for a long range integrated regional fare structure for the GTHA, building on PRESTO, to provide convenient, consistent fares that encourage transit use and ridership growth across the region. 3c. Recommend fare structures, consistent with the long range regional fare structure, that support implementation of RER and the Toronto-York Spadina Subway Extension, including any required modifications to GO Transit fares, for implementation in conjunction with these rapid transit enhancements. 3d. Develop an implementation plan for the recommended long range regional fare structure.
4. Increase travel choices throughout the GTHA, by implementing a variety of initiatives to enhance transportation options for people and freight.	4a. Triplinx (formerly called the Regional Transit Traveller Information System (RTTIS): o Complete and consolidate Triplinx Phase 1 deployment o Ensure Triplinx provides timely, accurate, and informative traveler information to visitors and attendees of the Pan Am/Parapan Am games o Reach agreement with participating agencies to advance real-time information and service alerts in Triplinx. Develop and begin implementing a work plan to enhance the system with this information 4b. Deliver UP Express Service in time for Pan Am/ParaPan Am games 4c. Provide GO Transit way-finding and signage for the Pan Am/Parapan Am games 4d. In preparation for the Pan Am & Parapan Am Games, deliver Travel Demand Management (TDM) Business Engagement Strategy, with Ministry of Transportation (MTO) and TO2015, providing support for Smart Commute members, plus 'Games Service' for non-members, contributing toward GTHA-wide target of 20% reduction in background traffic. o Leverage TDM initiatives for Games legacy business continuity activities 4e. Improve station access by increasing carpool spaces to GO stations and terminals; increase Zipcar availability; develop pilot for secure bike parking; develop cohesive promotional plan for Carpool to GO and Bike To GO, with GO Marketing

	4f. Continue TDM work with regional partners including: o Progress towards Smart Commute workplace target of 350 GTHA workplace participants by 2017, 334 workplaces by the end 2014-15 o Advance active and sustainable school transportation by delivering GTHA implementation plan, and regional school travel plans in Q4 2015-16 o Deliver Bike to Work Day, Bike to School Week and Bike Month 2015 in Q2 o Provide review of Smart Commute's role in TDM for the Toronto 2015 Pan Am/ Parapan Am Games, for workplaces and Metrolinx staff o Conduct research to understand complexities and barriers regarding vanpooling, employer-provided transit passes 4g. Initiate an update to the 2013 GO Rail Parking and Station Access Plan to address GO RER. 4h. Support innovative projects and research that increase access to GO station by active transportation modes. o Complete study on Waterloo Spur Line Trail to Kitchener GO Station. 4i. Advance Regional Wayfinding Harmonization Project: o Develop interim Transit Wayfinding Harmonization Guidelines and apply to Eglinton Crosstown LRT o Pilot signage and Wayfinding projects at three GO Transit locations o Develop a wayfinding implementation strategy 4j. Advance Design Excellence across capital projects: o Develop GO Design Guidelines
5: Foster transit-supportive land uses to leverage public transportation investments by coordinating and stimulating development in the vicinity of transit.	5a. Advance work on the Port Credit GO Station Redevelopment; Eglinton Crosstown Transit Oriented Development; and Bayview Crosstown Station Integrated Development. o Complete Port Credit RFP evaluation and selection of negotiating partner by Q4 2015-16 o Complete Eglinton Crosstown Transit Oriented Development RFP selection of negotiating partner(s) and commence Design Development of integrated station(s) Q3 2015-16 o Commence Design Development of Bayview Crosstown Station Integrated Development Q3 2015-16 5b. Complete work with the City of Mississauga on the Special Site 12 Master Plan for the Port Credit GO Station Redevelopment. Master Plan work deliverables include draft Official Plan Amendment Q2 2015-16 o Support and/or lead for mobility hub and station planning work in advance of infrastructure and joint development associated with RER and rapid transit projects, (e.g. Cooksville GO, Downtown Brampton, Mississauga City Centre, Markham Centre). o Complete an update to the 2012 Mobility Hub Profiles summarizing demographic and transportation data for each mobility hub identified in The Big Move. 5c. Further studies for supporting Asset Development and Land Value Capture to enable transit-supportive land uses in the corridors of rapid transit projects, and promote effective access options to passenger facilities: o Develop Land Value Capture (LVC) strategy including governance and resourcing strategies for Metrolinx, an initial market analysis to identify land value capture opportunities and quantify the potential in the region; and negotiation strategies for transit site development

	○ Complete study for Hurontario LVC report in Q2 2015-16 ○ Complete study for Yonge North Subway Extension LVC report in Q3. This would include development of implementation process guide for delivery for preferred LVC mechanisms including negotiation strategies for transit site development ○ Complete strategy for approach to negotiating LVC contributions with the development community in Q3 2015-16
II. Ensure a sustainable financial framework to build and operate the regional transportation plan.	
6: Seek stable capital and operating funding to complete and operate the regional rapid transit network.	6a. Champion and advance economic analysis capability and case for funding transportation in large metro regions ○ Regional Transit Authority forum to be hosted by TransLink in Vancouver in summer 2015 ○ CD Howe Conference for fall 2015 (Q3) ○ Multiple speaking engagements and conference presentations to stakeholders throughout the year ○ Creating and supporting business cases for projects over $50M to support funding decisions 6b. Work with the Province to identify projects to pursue federal funding in Q3 2015-16 6c. Implement an Enterprise Customer Relationship Management (CRM) solution to enable share enterprise customer profile information across LOBs in Q4 2016 6d. Implement an Enterprise Risk Management Solution to enable consistent risk tracking in Q4 2015-16 6e. Implement an Enterprise Claims Management System to track program claims in Q4 2015-16 6f. Upgrade and expand Enterprise Oracle Resource Planning (ERP) system for Finance (Hyperion Phase 1 in Q3 2015-16), HR (Taleo in Q4 2015-16) and Procurement (Project costing in Q4 2015-16) functions and integrate Learning and Talent Management 6g. Integrate Phase 2 for Workbrain-Oracle Payroll integration in Q4 2015-16 and Implement Phase 3 for capitalized Labour Management in Q4, 2015-16
7: Strive for industry leadership in cost management, ensuring good value is obtained for expenditures.	7a. Undertake at least three internal program reviews on an annual basis across the organization to ensure efficiency, effectiveness and financial sustainability ○ Transit Procurement Initiative ○ Delivery of Customer Service ○ Enterprise Data Usage 7b. Implement the outsourcing of property and real estate contract administration functions to help achieve Metrolinx's objective of improving real property management practices as well as improving customer service to Realty Services' internal clients. Next steps are to develop a Request to Qualify and Quote (RQQ) to acquire expert assistance in the drafting of a scope of work for the Outsourcing of Property Administration and bring on expert consultant group. To begin development of Outsourced Property Administration Scope Q1/Q2 2016-17.

	7c. Finalization of transformation work, including Vendor Relationship Management, Electronic Bid Submission, Oracle ERP Integration (preliminary work) and Value for Money. This work will position Metrolinx's Procurement Services division to be adequately equipped with the people, processes and technology to meet the challenges of the anticipated volume and complexity of procurement requirements related to Regional Express Rail. 7d. Review the PRESTO business model to ensure openness, transparency and sustainability in the context of contracts with the Municipal Service Providers and vendors expiring in 2016. o For card procurement – work is underway on to procure a vendor to supply PRESTO cards. The current agreement expires in October 2016 o Current contracts for debit and credit processing are due to expire next year, complete procurement to ensure seamless transition for ongoing debit and credit processing Q4 2015-16 7f. Transit Procurement Initiative to investigate other joint procurement initiatives in the areas of minibus platform (March 2016), limited parts basket (January 2016) and Electric Bus technology second workshop by Fall 2015.
	7g. Rationalization and selection of capital planning and management systems EPPM (Enterprise Project and Portfolio Management) technology to enhance capabilities like costing, resourcing, reporting and dash boarding for Q3 2015-16
	7h. Implement an IM (Information Management) Program Strategy at Metrolinx that will govern the management of organizational process and systems through integrated technologies (Create a roadmap to implement IM capabilities including Enterprise Content Management System and Business Analytics, Business Intelligence and Geographic Information System) - Q4 2016
8: Increase non-fare revenue by responsibly pursuing new opportunities and optimizing existing sources.	8a. Execute two joint land development deals by Q4 2015-16. Joint Development and Land Value Capture projects will help the Corporation maximize new non-fare opportunities. Currently over 30 active projects and the expectation is that this will increase in the future as more opportunities are identified. 8b. Operationalize remaining UP Partner agreements (Cisco, Rogers, Deloitte, Air Canada) by Q1 2015-16 8c. Operationalize remaining UP Retail agreements (Mill Street Brewery) by Q1 2015-16 8d.Building on the success of UP Express partnerships by developing a partnership strategy for the rest of Metrolinx assets to be completed in Q3 2015-16 8e. Better quantify expenses incurred by Metrolinx resulting from third-party activity involving Metrolinx assets and improve cost recovery where possible
III. Expand the regional rapid transit network to provide a viable transit alternative to car travel.	
9: Enable frequent Regional Express Rail service and an attractive complementary bus network, by delivering required GO Transit infrastructure.	9a. Develop and implement a land delivery and acquisition strategy to support Regional Express Rail since land acquisition is a key factor for on time and budget delivery of capital construction 9b. Revitalize and provide increased rail capacity at Union Station by opening Track 1 and 2 of the trainshed Q12015 9c. Complete York Concourses to increase pedestrian capacity at Union Station Q1 2015 9d. Primary Georgetown South corridor construction completed for launch of UP Express, with final elements like noise wall completion and paving around new grade separations completed in Q3 2015

	9e. New West Harbour (formerly called James Street North Station) GO Transit rail station in Hamilton on the Lakeshore West line to be operational in Q1 2015 9f. Progress preliminary design for Union Station Rail Corridor Signalling System Project 9g. Purchase of Canpa Sub corridor transaction by Q3 9h. Open the new Hamilton Bus maintenance facility to support expanded GO Bus Service in Q3 of 2015-16 9i. Launch Environmental Assessment (EA) for system-wide electrification 9j. In collaboration with the City of Toronto, begin public consultations on RER/Smartrack
10: Enable rail service between Canada's two busiest transportation hubs, by completing UP Express infrastructure between Toronto's Pearson International Airport and Union Station.	10a. Completing UP Express corridor and facility construction 10b. Receive and complete testing of new UP Express rail cars in Q1 2015-16.
11: Extend the rapid transit network by advancing the construction of priority rapid transit projects.	11a. Advance the Mississauga BRT 403 transitway: o The Erin Mills Pkwy BRT station is planned to be completed in Q2 2015 o The Square One station building is expected to be completed and open for service by the end of 2015-16 11b. Advance vivaNext BRT Project o Davis Drive BRT Project completion Q3 (Fall) 2015-16 o Highway 7 – Vaughan Metropolitan Centre Utility relocation to be completed Q2 2015-16 o Yonge Street utility relocations to start Q2 2015-16 o Award AFP Bundle Project in early Q3 2015-16 11c. Advance delivery of the Eglinton Crosstown Light Rail Transit (LRT) o Select preferred proponent for Eglinton Crosstown AFP contract – Q1 2015-16. o Eglinton AFP RFP Commercial/Financial Close - Q2 2015-16 o Complete East Tunnel Shaft 3 - Q1 2015-16 11d. Advance delivery of Finch West LRT o Begin procurement in 2015, in collaboration with Infrastructure Ontario. o Finch AFP RFQ Release Q2 2015-16 o Finch AFP RFQ Close Q3 2015-16 o Initiate design for the construction of early works (utility relocation). o Completion of Environmental Assessment for MSF - Q3 2015-16 11e. Advance delivery of Sheppard East LRT o o Completion of Reference Concept Design (RCD) and procurement documentation – Q2 2015-16 11f. Delivery of first pilot Light Rail vehicle to Thunder Bay for testing - Q3 2015-16 11g. Advance the Hurontario-Main LRT for its project implementation phase. o O Issue RFP for Owner's Engineer/ Technical Advisor Procurement Q3 2015-16 o O Commence acquisition and transfer of critical property parcels i.e. MSF Q3 2015-16 o O Development of Project Specifications Q4 2015-16

IV: Be a global leader in customer service excellence to grow transit ridership	
12: Work toward transforming GO Transit service, by advancing frequent Regional Express Rail service and expanding bus service, while retaining a customer focus.	12a. Initiate an overall GO bus strategy including integration of bus services to GO station in collaboration with local transit March 2016 o Complete Kitchener corridor GO bus service rationalization plan and implementation Q3 2015-16 o Complete Mississauga Transitway Service Plan Q3 2015-16 o Merge Routes 40 & 47J providing continuous express GO bus route between Richmond Hill and Hamilton via Pearson Airport and Square One Q3 2015-16 o Extend Route 12 to 407/Dundas Carpool lot to improve GO bus network connectivity, connecting Niagara services with Inter-Regional 407 corridor Q3 2015-16 o Add GO bus trips on Highway 401 & 407 corridors and other high-demand corridors as needed (on-going) o GO bus development strategy to guide future GO bus service expansion, branding and marketing Q4 2015-16 o Complete Highway 407 Station Service Plan Q4 2015-16 o Complete East Durham Region GO bus service rationalization plan Q4 2015-16 o Launching a Wifi pilot on 2 bus routes in Q1 2015-16. The pilot would include installing Wi-Fi on 10 buses 12b. Enhance the usefulness and profile or social media and mobile website customer communications: o Complete Integrated Marketing plan that includes strategy for social media and digital o Complete GO Transit Contact Centre transformation (second year) o Launch of Internal Customer Care tools including Case Management (CM) and Customer Communications Management System (CCMS), GO Brand and Retail Strategy Development, Marketing service changes/events/awareness communications o Conduct Voice of the customer research for GO, UP Express and PRESTO o Complete Digital Signage reformat and expansion to include platforms and bus loops o Rollout Voice Over Internet Protocol (VOIP) to contact centre impacting all telephony and desktop technology as well as processes and work flow, implementation of PRESTO self-service program o Replace GO Transit Public Announcement (PA) System: revamping PA system access across our network to improve the audio quality of customer communications at stations to be complete in Q3 2015-16 12c. Advance the Kipling inter-regional bus terminal project including: o progress the preliminary design towards completion of the tender ready Design/Build package; progress property and legal agreements required to construct the Kipling bus terminal
13: Introduce a welcoming new air travel gateway to Toronto by launching UP Express as a differentiated customer experience.	13a. Create and deliver a unique branded customer experience that defines the outward face of the service brand and how it will deliver value to customers, developing strategic partnerships that strongly align with the UP Express brand - Q1 2015-16 13b. Implement a robust UP Express technology program, including a simple and intuitive website, and fare collection system - Q1 2015-16

	13c. Implement a master communications plan, along with comprehensive marketing, to raise awareness and ridership of the UP Express - Q1 2015-16 13d. Execute and monitor an operations plan for UP Express, leveraging Metrolinx capabilities and third party agreements to deliver a highly reliable service with attention to excellent customer service carrying an estimated ridership of roughly 5,000 passengers per day in its first year of operation - Q1 2015-16
14: Deliver new rapid transit operations jointly with municipalities by implementing financially sustainable agreements that emphasize customer service excellence.	14a. Advance negotiations on operating agreements with the TTC for the three Toronto LRT projects (Eglinton Crosstown LRT, Sheppard East LRT, Finch West LRT)
15: Enhance customer and client fare payment convenience by further developing the PRESTO offering.	15a. Deliver PRESTO Customer Charter Q1 2015-16 15b. Conduct semi-annual Client Satisfaction survey launched in July 2015, next survey is due in the Spring of 2015 15c. Develop Voice of the Customer program to map out and plan regular customer satisfaction monitoring, as well as obtain feedback on new products, processes and in order to gather customer intelligence
	15d. Channel Strategy completion which will identify key channels and retail strategy. Pre-Loaded Cards program development 15e. Development of Enterprise Mobile Application(E-Mapp) which will enable retail channels and end state PARA on track for a 2017 implementation 15f. Development of E-Credentials which will enable U-Pass, Smart Commute Gifting and Vouchering on track for a 2017 implementation 15g. Completion of website refresh; creating a new, modern and simplified look and feel, including a mobile website. On track for a 2016 implementation Re-design of PRESTO Website, creating new functionalities and simplifying existing process flows as well as a new mobile application which will include top-up
V. Ensure that Metrolinx is a trusted organization with the capacity and flexibility to deliver the Regional Transportation Plan.	
16: Provide transportation leadership and build consensus, through strengthened partner relationships and improved public and stakeholder awareness of Metrolinx.	16a. Continue to improve public and stakeholder awareness of Metrolinx and understanding of regional transportation issues, positioning Metrolinx as a thought leader and informed voice by launching the development of a digital engagement tool o Complete the Annual Report in June 2015 o Developing a Crisis Communications Plan in Q3 2015-16 o Develop and execute digital engagement strategy for key Metrolinx priorities including GO RER and the Legislated Review of the Regional Transportation Plan in Fall 2015

17: Ensure that Metrolinx can effectively meet evolving business needs by building organizational design, expertise and capacity.	17a. Attract and retain the best talent and be recognized as an employer of choice: ○ Launch the 2015-2020 People Strategy and the 35 initiatives that will enable Metrolinx to deliver on its business goals ○ Develop a Diversity and Inclusion Strategy ○ Develop and implement a mentoring program ○ Further embed the Metrolinx values and behaviours into the organizational culture to promote service excellence ○ Develop leadership capacity through enhanced learning and development opportunities ○ Update recruitment strategies and technologies to facilitate the applicant experience and recruit for top candidates 17b. Implement integrated Health, Safety & Wellness strategies that meet or exceed legislative obligation including mandatory training, as well as promote employee wellbeing/wellness through Wellness Fairs, Campaigns and Fitness 17c. Implement the Human Resources Management System (HRMS) strategy over the next three years which will enable the Human Resources division to leverage technology for meeting business goals and objectives as outlined in the 2015-2020 People Strategy 17d. Implement enhancements to the Business Planning processes and tools to move towards industry best practices including: ○ Better integration of Metrolinx strategy into the planning process; ○ Implementing Hyperion budgeting and planning tool for the 2016-17 planning process; ○ Better integration between workforce planning and budgeting processes and tools; and ○ Improving the integration of KPIs into business planning process 17e. Complete Unified Communications (UC) - VoIP: to allow for voice over IP for the enterprise in Q4 2015-16 17f. Implement data centre technology strategy in multiple phases starting with primary data centre Q4 2015-16 17e. Conduct a review of the Corporate Real Estate (CRE) and Land Value Capture services at Metrolinx, including an assessment of the organizational structure, governance model, and resourcing with the intent of improving the effectiveness and efficiency in the delivery of real estate service 17g. Assess system technologies that will need to be acquired/developed or outsourced as part of the Outsourcing Property Administration Strategy. Planned for Q4 2015-16 or the beginning of Q1 2016-17 17h. Implement an Office Accommodation Strategy, including a new (Alternative) Workplace Strategy. Metrolinx's new Workplace Strategy will adopt current, "best in class" workplace approaches, including office space design which best aligns work patterns to the physical office environment; mobility and flexible work arrangements supported by appropriate technology; and reduced office space standards which will result in significant savings to Metrolinx's real estate budget. The Office Accommodation Strategy will begin to be implemented in Q2 2015-16

18: Model responsible operations and best practices as the regional transportation authority by adopting world-class standards.	18a. GO Transit to assume the Safety and Security Services of Union Station from City of Toronto 18b. Develop and implement new fare inspection strategy and procedures to optimize resource allocation, leverage technology and business intelligence systems to innovate revenue protection while improving the customer experience 18c. Launch GO Transit New accessibility standard and implementation plan for platform edge detectable tile 18d. Work with Business units on continued strengthening of embedded accessibility expertise and practices and ensure that accessibility requirements are actively addressed in ongoing design activities, including o design of the Eglinton Crosstown stations o development and deployment of PRESTO on TTC and paratransit operations 18e. Support rail and bus services to improve operational efficiencies thru CAD/AVL and scheduling technology programs Q4 2015-16 18f. Implement UP Express Technology Program to support the UP Express Service in Q4 2015-16
19: Demonstrate accountability, value for money and openness through transparent engagement with the public and other stakeholders.	19a. Initiate data collection and tracking of established public facing and operational key performance indicators (KPIs) to assist with ongoing performance monitoring and reporting. Incorporate suite of Public KPIs in 2015-16 Metrolinx Annual Report Q4 2015-16. 19b. Implement ongoing peer review industry benchmarking to assess operational performance 19c. Enhance reporting systems to establish robust and transparent public reporting on the progress made with corporate strategy, business objectives and the delivery of projects. o Moving to segmented financial reporting and finalizing an allocation model to assign direct and overhead costs to the budget segments 19d. Initiate an Open Metrolinx initiative to support the strategic objective of demonstrating accountability and openness Q4 2015-16 19e. Capital projects group implementing several new tools and processes including o Document Management System - Standard project filing and document sharing tools (i.e. Aconex) o Formalized project estimating standards and metrics o Development of electrification requirements and standards o Develop and implement geomantic standards/benchmarking 19f. Development and implementation of GO Brand capital standards and standardized station programs 19g. Enterprise Project Management (Clarity) Continuous Improvements: o User input monthly cash flow forecasting functionality, o User input project risk management and o Update Mx PM Handbook with industry best practice 19h. Enhance public engagement practices to model best practices, including participation of key stakeholders and dialogue with the communities Metrolinx serves on significant decisions that affect them.

	19i. Finalize and initiate the Office Accommodation Strategy to help achieve the Corporation's objective of improving the real property management practices 19j. Provide leadership to the Land Asset Management committee in support of the corporate objective of developing and implementing an asset management system

4.0 Business Context 2015-2016

Metrolinx Business Context is shaped by:

- Momentum from 2014-15 results
- Recent transit investment announcements such as Regional Express Rail, Hurontario-Main LRT, Hamilton LRT, proceeding with Finch West LRT and other commitments in the 2015 Ontario Budget
- Rail Regulatory Issues
- Business Environment Scan

Several key milestones were achieved across the organization as we continued to transform public transit in the GTHA.

GO Transit introduced an additional all-stops train along the Milton line during the morning and afternoon peak periods providing an additional 1,660 seats for customers during both the morning and afternoon commutes. GO also opened a new five level parking structure at Clarkson Station in June 2014, providing an additional 1,200 covered parking spots to its customers. Free WiFi access became available at 22 more GO stations following the successful pilot rollout at 14 stations providing roughly 80 percent of all GO customers with free internet access across a total of 36 stations. The remaining 31 stations and terminals will be connected in the final phase in 2015-16.

UP Express advertising campaigns began rolling out in January 2015, promoting the enhanced guest experience offered during the 25-minute journey between Union Station and Toronto Pearson International Airport, every 15 minutes in both directions. Strategic partnerships developed with the private sector demonstrate a major vote of confidence and a reflection of the high interest in UP Express by outside parties. Founding partners include CIBC, Cisco, Deloitte and Rogers, whose partnership will provide guests with amenities such as free Wi-fi on board and in stations, multi-currency ATMs, the 'CIBC Upstairs' lounge at Union Station, newsfeeds on multipurpose display screens and infotainment content. Retail partners include locally-based Balzac's Coffee Roasters, Drake General Store and Mill Street Brewery. As construction is nearing completion, testing and training have begun in preparation for the official launch on June 6, 2015, on budget and ahead of schedule of the Toronto 2015 Pan Am/Parapan Am Games.

PRESTO issued its one millionth card in April 2014. The PRESTO electronic fare system was successfully launched on the new streetcars as they entered service onto the TTC. At the end of first phase, PRESTO will be available at 26 subway stations.

Tunnelling continued on the west side of the Eglinton Crosstown LRT towards Yonge Street. In January 2015, two tunnel boring machines digging the western segment of the 10-kilometre underground tunnel officially reached the half-way point of their journey at Allen Road marking a significant milestone in the planned completion of the 19 kilometres of new rapid transit for Toronto. The two proponents for the Crosstown AFP request for proposal package submitted their financial submissions in February 2015 after which the evaluation period commenced.

A detailed list of 2013-14 outcomes is outlined in **Appendix C**.

4.2 Business Environment Scan: Challenges and Opportunities

Metrolinx engages in environmental scanning, including community consultation, to understand changing external factors that can influence planning decisions inside the organization. Economic, political, social, legal and demographic changes are among the external factors assessed and accommodated (where appropriate) in the five-year strategic priorities and annual deliverables listed in the business plan.

Federal elections, Auditor-General concerns about AFPs, falling oil prices, new municipal government partners, the UP Express launch and this summer's Toronto 2015 Pan Am/Parapan Am Games are some of the factors that shape the 2015 operating environment. Once identified, understood and planned for, these challenges provide opportunities for success.

Regional Transit Business Environment: Challenges and Opportunities	
UP Express Launch, 2015	Union Pearson Express is a dedicated airport rail link that promises a reliable 25-minute ride from Toronto Pearson to downtown's Union Station. UP Express is just one of the ways Metrolinx is addressing gridlock and supporting Ontario's long-term economic prosperity. The challenge of delivering complex, multi-year infrastructure projects such as UP Express, on time, on scope and on budget, involves many highly coordinated, resource-intensive efforts in project planning and execution, procurement, communication, customer service, testing and technology deployment. The successful launch of UP Express demonstrates that Metrolinx can meet the challenge of fiscal discipline.
Toronto 2015 Pan Am/ Parapan Am Games, 2015	The Toronto 2015 Pan Am/Parapan Am Games are the largest international sporting event in Ontario's history and provides challenges for Metrolinx to address namely to provide spectator transportation while maintaining services for residents and businesses; to showcase the region, and to create a legacy for infrastructure, coordination and sustainability. Metrolinx is responding with augmented GO Train and Bus routes, enhanced accessibility measures, participation in the Unified Transportation Control Center (UTCC), enhanced transit security and crowd control presence, and Triplinx. UP Express will also be showcased as a primary mover of games staff, participants and spectators.

RER & Next Wave Projects	Across the GTHA, rapid population growth and urban development have led to traffic gridlock that exerts service demand pressures on the GO Transit network, and costs Ontario billions of dollars in lost productivity. GO RER is a long term investment in a portfolio of projects centered on frequent, electrified rail service in both directions and at all times of day. RER is expected to yield considerable new off-peak ridership (mid-day, evening and weekend). The remaining Next Wave projects would also increase capacity and improve regional connectivity.
SmartTrack	The City of Toronto mayor John Tory proposed SmartTrack as part of his 2014 election platform. SmartTrack leverages GO RER service plans on the Kitchener, Stouffville an Lakeshore East GO lines in Toronto. The SmartTrack line as proposed would be 53 kilometres long and run along Eglinton Avenue from Matheson/Airport Corporate Centre in Mississauga to Mount Dennis before turning downtown to Union Station. It would then run northeast through Scarborough to Unionville in Markham. There are many areas of congruence between GO RER and SmartTrack. Metrolinx is working with the Province and the City of Toronto to integrate SmartTrack plans into the 10-year GO RER program.
Federal Elections	Recent Provincial and municipal elections have provided some stability to the funding and vision for transit in the GTHA. The upcoming federal election could introduce some uncertainty around past and future federal funding for the Province's transit vision.
Low Oil Prices	A sustained drop in oil prices could severely impact GO Transit ridership growth and revenue if it results in driving becoming a cheaper and therefore more attractive option compared to GO Transit.
Land Value Capture	Land Value Capture (LVC) is intended to engage the private sector to help fund some of the capital costs of transit projects. Recent announcements for RER and other Next Wave projects will provide opportunities to move forward with a LVC strategy. Initiating projects like the Port Credit GO Station joint development project demonstrates that there are opportunities to maximize the value of public assets by working with the private sector.
Alternate Financing Procurement	The recent Ontario Auditor General's report questioned the efficiency of the Alternate Financing Procurement (AFP) model, which sees private sector companies building and operating provincial assets. This development could impact Metrolinx' use of Alternate Financing Procurement as a method of procurement and project delivery.

4.3 Regulatory Rail Issues and Initiatives

The rail industry is regulated federally through Transport Canada. There are many areas in which the current regulatory environment impacts the business of GO Transit. The key regulatory issues that could impact GO this year relate to the review of the *Canada*

Transportation Act (CTA), issues and rules about the transport of dangerous goods, and regulations related to of enhanced train control requirements.

The federal government is undertaking a review of the CTA to ensure that the policies and regulations continue to serve Canada's current and future needs, considering how the national transportation system supports strong economic growth. As a rail corridor owner Metrolinx has an interest in potential changes to the CTA. Metrolinx is working with other regional transit providers, Translink and AMT, to submit a paper as part of the consultation process.

Over the last year, Transportation Canada has also continued to tighten rules related to rail safety, particularly related to the transportation of dangerous goods. Their new rules can impact Metrolinx both as an owner of rail corridors and as an operator. As an owner Metrolinx may have reporting requirements related to dangerous goods transported by freight trains on Metrolinx owned corridors, and operating in a mixed use corridor with freight, GO Transit rail operations could be impacted by new directives like the speed restrictions recently imposed on trains carrying dangerous goods through urban areas.

The federal government also regulates enhanced train control system requirements and vehicle standards that impact fleet and equipment purchases. These standards will impact the fleet requirements for GO RER. Enhanced train control systems integrate command, control, communication and information systems to control train speed, location and movement in real time. North American and European standards and equipment specification are different. North American standards generally require heavier vehicles that travel at lower speeds vs. European standards that generally allow for lighter vehicles that can travel at higher speeds. Metrolinx is looking at future fleet standards as part of implementing GO RER.

In other business related to rail safety and compliance, GO Transit is looking to renew its agreement with Transport Canada to continue to have Transport Canada carry out safety inspections of our right of ways, and equipment as well as review GO Transit safety procedures.

5.0 Financial Profile

5.1 Operating Budget

The development of the 2015-16 operating budget is guided by key Business Plan objectives and other assumptions (please see Appendix A). This year's budget is presented by operating division with direct costs of shared services being allocated to the respective operating division. In fiscal 2015-16, only a small amount of direct cost has been allocated to UP Express as it is a new service and its divisional budget is relatively small compared to other operating divisions. The cost allocation methodology will be further refined as Metrolinx continues to develop a full costing model for allocating overhead costs to each operating division. This costing model will enable segment reporting and provide a fully-costed view of each operating division to support decision-making.

Total expenses for fiscal 2015-16 are projected at $813.7M. With the direct costs being allocated, GO Transit, PRESTO, and UP Express each represents 73 percent, 11 percent,

and 8 percent of total operating expenses respectively. Some of the key cost drivers are rent, property taxes, increased service levels in both rail and bus, new operating and maintenance costs associated with new infrastructure coming into service, as well as operating investments in GO Transit to support RER.

The 2015-16 operating budget estimates total revenue of $576.6M. Current projections for fare revenue of $534.2M includes fare revenue from both GO Transit and UP Express. The GO Transit fare revenue is based on a year-over-year increase in GO Transit ridership and a fare increase that took effect in February 2015. The UP Express fare revenue is developed based on a fare structure of $27.50 for non-PRESTO users and $19.00 for PRESTO users. Projected non-fare revenue is expected to be $35.6M in 2015-16. Non-fare revenue sources typically include billboard advertising, track usage fees from corridor ownership, UP Express partnerships, interest on working capital, and reserved parking fees. In addition to fare and non-fare revenue, the total PRESTO fee revenue including revenue from TTC implementation is projected to be $20.4M for 2015-16.

Exhibit 3: Metrolinx 2015-16 Operating Budget by Operating Division

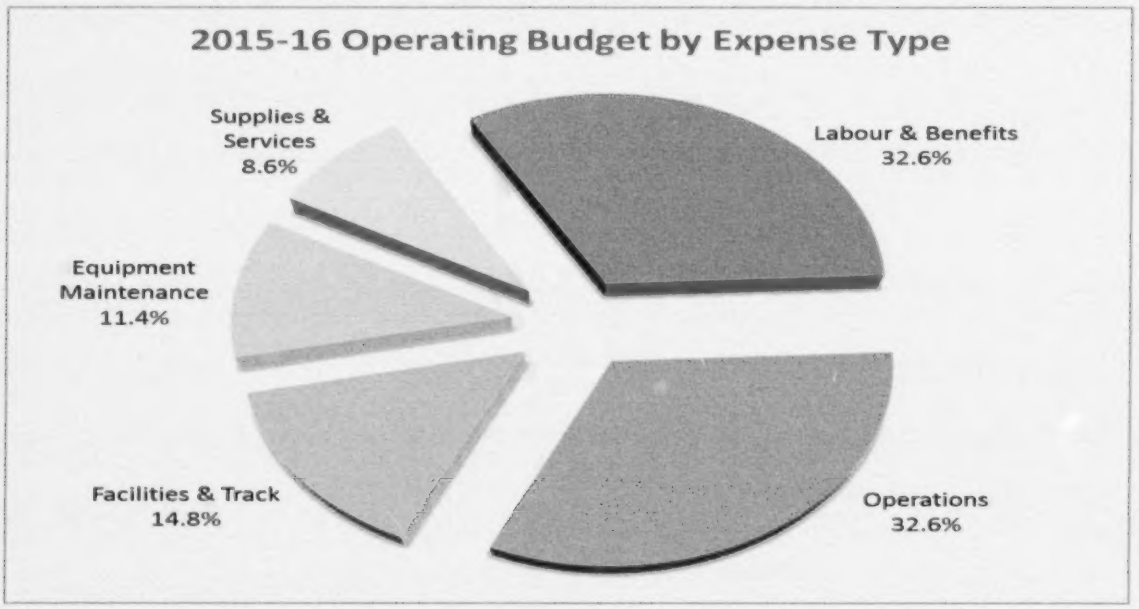
(Dollars in Millions)	GO Transit	PRESTO	UP Express	Corporate	Metrolinx Total
Revenue					
Fare Revenue	490.9	-	43.3	-	534.2
Less: Fare Integration	(12.5)	-	-	-	(12.5)
Less: Service Guarantee	(1.1)	-	-	-	(1.1)
PRESTO Fee Revenue	-	20.4	-	-	20.4
Non-Fare Revenue	23.1	-	7.1	5.5	35.6
Total Revenue	***500.4***	***20.4***	***50.4***	***5.5***	***576.6***
Expenses by Type					
Labour & Benefits	190.1	16.7	7.9	50.7	265.4
Operations	168.9	51.6	33.8	10.8	265.2
Facilities & Track	79.2	3.4	8.7	29.3	120.5
Equipment Maintenance	86.2	-	6.1	0.0	92.4
Supplies & Services	6.1	16.6	11.3	36.4	70.3
Total Expenses with No Direct Cost Allocation	***530.5***	***88.3***	***67.7***	***127.2***	***813.7***
Direct Cost Allocation	66.6	0.5	0.4	(67.5)	-
Total Expenses with Direct Cost Allocation	***597.2***	***88.8***	***68.1***	***59.6***	***813.7***
Excess of Expenses over Revenue	(96.8)	(68.3)	(17.7)	(54.2)	(237.0)
Less: Proceeds from Sale of Assets	-	-	-	3.0	3.0
Net Operating Requirement from Province	**(96.8)**	**(68.3)**	**(17.7)**	**(51.2)**	**(234.0)**
Amortization Expense				470.5	470.5

Note: Numbers may not add up due to rounding.

Metrolinx is a consolidate entity to the Province of Ontario. As such, the fiscal impact of Metrolinx on the Province is equivalent to the operating subsidy, amortization of capital assets, and the cost of borrowing for Metrolinx capital expense. The operating budget of Metrolinx for 2015-16 is $813.7M in expenses offset by $576.6M in revenue and $3.0M from sale of assets. The result is a provincial subsidy requirement of $234.0M. The amortization expense in 2015-16 is estimated to be $466.1M, which is higher than previous years due to major capital projects like the UP Express, Georgetown South corridor and the Union Station Concourse coming into service.

In the 2015-16 operating budget, the largest expense type is labour and benefits, which accounts for 32.6 percent of the operating budget to support GO Transit's ridership growth, UP Express coming into service, and the planned expansion of PRESTO program within the TTC network. Operations represent 32.6 percent of the total expenses and include train crew wages, train control dispatch, PRESTO operations and smaller programs like Smart Commute. Facilities and tracks accounts for 14.8 percent of the operating budget and include rent, property taxes, hydro, winter maintenance, and other facility repairs. Following is equipment maintenance at 11.4 percent, covering support services, inventory, inspections, and yard operations. Finally, supplies and services represent 8.6 percent of the budget, which include all types of professional service, bank fees, staff development, and advertising.

Exhibit 4: Metrolinx 2015-16 Operating Budget by Expense Type



5.2 Capital Investments

The Metrolinx 2015-16 capital budget is just over $2.5B including $74M from the Canada Strategic Infrastructure Fund (CSIF) and $10M in municipal contributions. Investment levels are expected to remain stable this fiscal with half of the budget related to rapid transit expansion projects, mainly the Eglinton Crosstown and rehabilitating various assets to their state of good repair. PRESTO capital projects include commencement of Wave 2

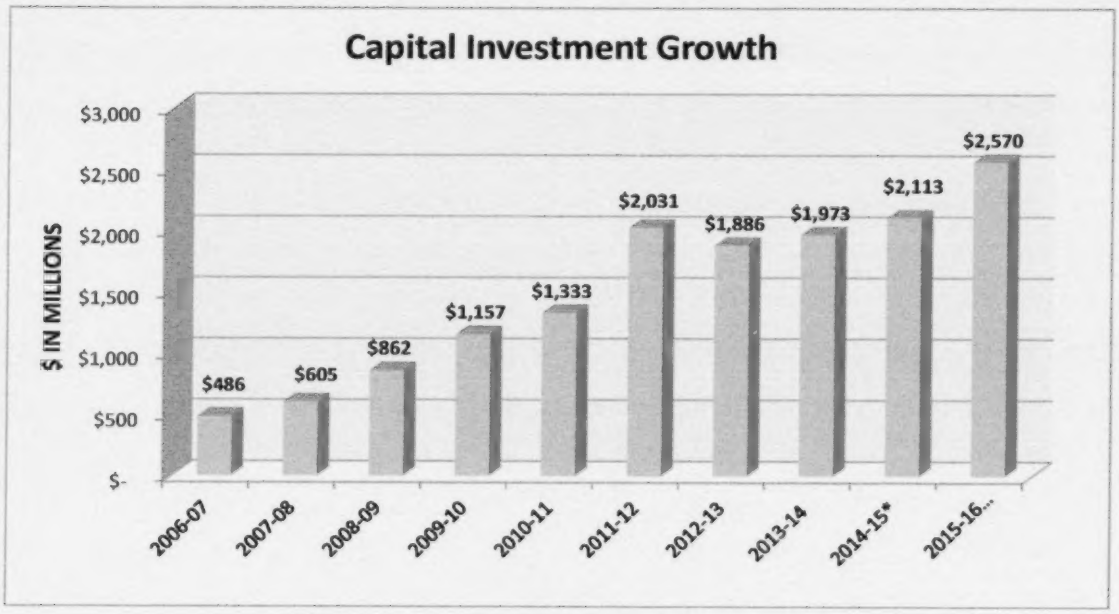
implementation projects within the TTC network as well as implementing software to allow for functionality with various fare passes.

Metrolinx Major Capital Projects with expected completion in 2015-16

- Georgetown South and UP Express
- PRESTO System Upgrade, Wave 1 deployment for TTC
- Opening of the Union Station York Concourse and PATH Connection
- York Viva BRT, Davis Drive Segment
- Hamilton Bus Garage

Growth in the Metrolinx capital plan has been significant in recent years. Capital Investments have grown from less than $1B in 2008-09 to over $2.5B in 2015-16. Exhibit 5 shows the growth in Metrolinx capital investment since 2006-07.

Exhibit 5: Metrolinx Capital Investment Growth



*2014-15: Note both figures either unaudited or are based on interim financial statements.

Exhibit 6 provides a high level breakdown of the types of investments in the capital plan and Exhibit 7 provides additional details about the types of projects in the capital plan.

Exhibit 6: 2015-16 Metrolinx Capital Investments by Percent of Total Capital

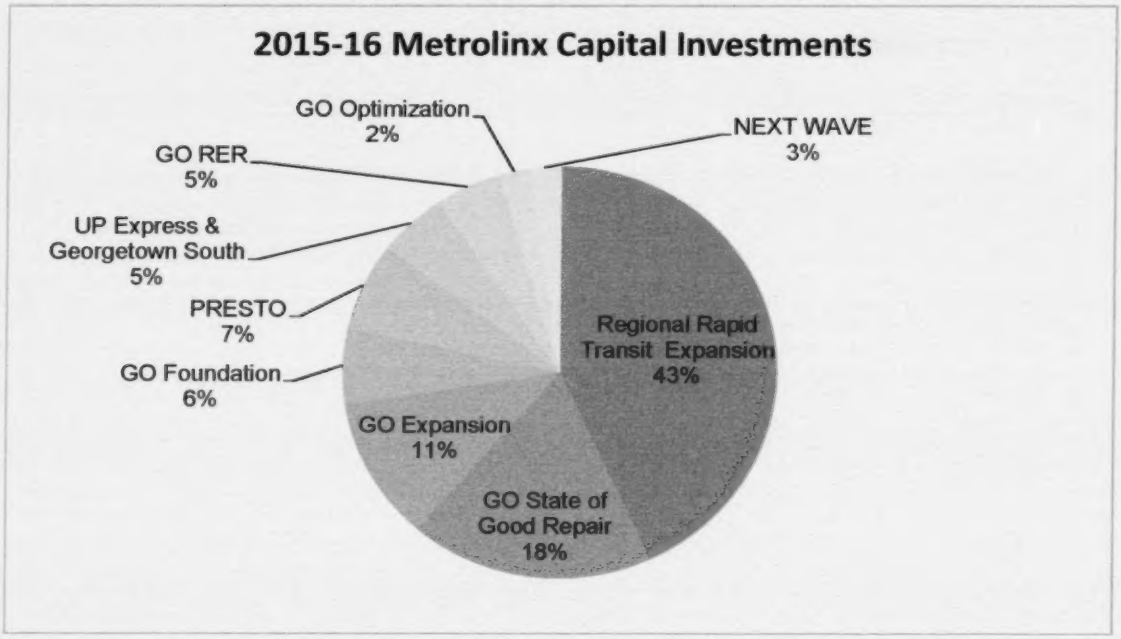


Exhibit 7: Metrolinx 2015-16 Capital Budget

CAPITAL INVESTMENTS BY STRATEGIC ALIGNMENT ($M)		Budget 2015-16
REGIONAL RAPID TRANSIT EXPANSI	Toronto LRT	$878
	VIVA BRT	$228
REGIONAL RAPID TRANSIT EXPANSION Total		**$1,106**
GO STATE OF GOOD REPAIR	Union Station	$170
	Passenger Facilities & Parking	$96
	Technology	$65
	Rail Fleet	$59
	Rail Corridors	$35
	Fleet Maintenance Facilities	$32
	Bus Fleet	$13
GO STATE OF GOOD REPAIR Total		**$470**
GO EXPANSION	Property	$89
	Fleet	$44
	Passenger Facilities & Mobility Hubs	$40
	Two Way All Day Service	$34
	Rail Corridor Infrastructure	$33
	Fleet Maintenance Facilities	$30
	Bus Corridor Infrastructure & Mississauga Transit	$18
GO EXPANSION Total		**$287**
GO FOUNDATION	East Rail Maintenance Facility	$110
	Union Station New Concourse	$43
GO FOUNDATION Total		**$153**
PRESTO	System-wide Fare Collection	$177
PRESTO Total		**$177**
UP EXPRESS & GEORGETOWN SOU	Georgetown South Corridor	$113
	UP Express	$17
UP EXPRESS & GEORGETOWN SOUTH Total		**$131**
GO RER	Early Works	$127
REGIONAL EXPRESS RAILWAY Total		**$127**
GO OPTIMIZATION	Rail Corridor Improvements	$18
	Parking Expansion	$15
	Bi-level Rail Cars	$13
	Bus Infrastructure	$8
	Station Infrastructure	$2
	Rail Facilities	$2
	Innovation	$1
GO OPTIMIZATION Total		**$59**
NEXT WAVE	Planning and Design	**$60**
NEXT WAVE Total		**$60**
Grand Total		**$2,570**

*note: Total 2015-16 Metrolinx capital plan includes $74M from CSIF and $10M in municipal contributions.

Regional Rapid Transit Expansion

The rapid transit expansion projects represent a large portion of the Metrolinx capital program with approximately $1.1B related to the three LRT projects underway in Toronto and the bus rapid transit program, vivaNext, underway in York Region.

Eglinton Crosstown will continue to make significant progress as the west tunnel construction begins the twin tunneling of the section east from Allen Road towards Yonge Street. The east tunnel construction will begin tunneling from Brentcliffe Road west towards Yonge Street. Negotiation and settlement of property purchases are also underway. To date, approximately 50% of the 250 property acquisitions have been complete with the remaining being advance over this fiscal. Delivery of two pilot vehicles is anticipated to arrive this year. In addition, the AFP design, build, finance, maintain (DBFM) contract for the balance of the Eglinton Crosstown LRT design and construction is expected to be awarded in summer 2015 with mobilization and detailed design taking place after the award.

Finch and Sheppard East LRT projects will continue to make progress on reference concept design work, Project specifications and a project agreement are required to prepare for the RFQ and RFP stages of the AFP method of delivery, subject to formal approval. In addition, the full design for early works identified for utility relocation is also underway.

The York VIVA BRT rapidway along Yonge Street, Davis Drive, Highway 7 West and Vaughan Metropolitan Centre are also underway with construction of the median rapidways. With Highway 7 East already in service, Davis Drive is the next segment that is on track for opening in December 2015.

GO Transit Expansion, Foundation and Optimization

The balance of the investments will be directed towards GO Transit Expansion, GO Foundation and GO Optimization projects including:

- $110M in property acquisitions to support expansion and optimization projects.
- The construction of the East Rail Maintenance Facility will commence this fiscal to address capacity constraints at the Willowbrook facility and growing rail fleet, approximately $126M will relate to 25 percent construction completion, including progress on the main building, ancillary buildings as well as yard tracks and other site services.
- $55M will be directed towards the construction of the Union Station downtown bus terminal and the handover of the Bay Concourse from the City of Toronto.
- To accommodate additional peak service for rail and bus, approximately $55M will be invested towards extra fleet including the procurement of 65 rail coaches as well as the completion of engineering design and prototype development of the new Alexander Dennis Limited Double Decker buses. Delivery of the first unit is slated for Summer 2016.
- Continued construction and planning efforts for passenger and mobility hubs including construction of Renforth Gateway (multiuse trail, underpass at Commerce and Matheson Boulevard, storm sewer crossings and excavation of the station building), the new Gormley station, revitalized Weston station and system-wide mobility hub and station planning.

- Redeveloping Port Credit station to include a mixed-use tower and parking structure. This includes a residential-retail office space, a new 800-spot parking structure, and a new train station; featuring a bus loop and passenger drop-off area. These investments will support our long-term plan in making Port Credit station the terminal hub for the Hurontario-Main LRT.

- Reconfiguring Burlington station to improve customer convenience, which includes a new a station building, relocating the kiss and ride location, increasing accessibility points and reconfiguring the bus terminal and the ticket sales office.

GO State of Good Repair

To ensure GO Transit assets remain in a reliable condition, approximately $470M will be invested in infrastructure rehabilitation including:

- $170M to restore Union Station, including the train shed repairs on Platform 3, 20/21 and tracks 1, 2 (to support the launch of UP Express) and 10. Construction will also begin this fiscal to revamp Union Station Rail corridor signals system with modern computer based interlocking technology. This project will include the replacement of the majority of wayside infrastructure including signals, track circuits and power supplies. An additional project, the GO Transit Train Control System (GTCS), will consolidate dispatch offices into one centralized location owned by Metrolinx. This system will include automatic functions to enhance the use of routings to the platforms. These efforts will provide increased throughput of train movements in the Union Station area, improve reliability and offer enhanced ability to recover from delay situations.

- Approximately $96M will be invested across various GO parking lots and passenger facilities, including rehabilitation of the Bronte north and south lots that include the additional of 200 new spaces, along with other improvements that will bring the lots into a state of good repair. Construction will continue at Bramalea for the installation of snow melt systems along with upgrades to platforms, buildings, tunnels and accessibility access at various Lakeshore East stations, namely Eglinton, Guildwood, Pickering and Whitby.

- $65M in system-wide technology upgrades including portable radio coverage onboard video screens, IT infrastructure replacements including the CAD/AVL system, PA System, Oracle system upgrade and other computer software.

- Approximately $60M to extend the useful life of our rail fleet by completing the refurbishment of 24 bi-level 1 and 5 coaches to bi-level 6 and 7 standards. Additionally, new enhanced features will be incorporated such as obstruction door detectors an intellectual property backbone to enable future networking, information and monitoring intelligent units, and electronic battery chargers.

- $10M to relocate and build a new GO Transit Control Centre in Oakville to increase our ability to respond to the service needs of our customers. This investment will support the commencement of constructing on the building, complete earth works, utility service upgrades and relocations as well as pre-ordering long-lead items.

PRESTO

The primary focus for PRESTO in 2015-16 is the completion of the Phase 1 deployment for 26 subway stations, and the deployment of PRESTO on all 248 legacy streetcars. New streetcars will also continue to have PRESTO equipment installed as they become available. Activities in preparation for the 2016-17 deployment will also commence, including civil works design for the remaining 45 stations, design of bus installations, design and ordering of bus equipment, field pilot of bus equipment, design and ordering of fare gates, and design of subway equipment like Add-Value Machines (Self-Serve Reload) and Fare Media Vending Devices.

In addition, PRESTO will invest $50M to implement core software with essential functionalities including period pass, concessions, loyalty, and base cross boundary and directional transfers. This will be enabled in early 2017. At the end of 2017, additional functionality will be enabled to coincide with the completion of the PRESTO device deployment across the TTC system. The scope of this is still being defined with TTC, but the objective is to have sufficient functionality to allow the legacy fare media to be discontinued. Other strategic initiatives include capacity upgrades to accommodate TTC's higher transaction volumes through streamlining the operation of the software to achieve greater efficiency. To maintain optimal service levels, various ongoing maintenance works will be undertaken including expanding the memory of older devices and general state of good repair activities.

UP Express & Georgetown South Corridor

With the launch of UP Express on June 6, 2015, approximately $113M will be directed towards completing the track, utilities, signals and grade separation along the Georgetown South Corridor. The delivery of this project will also enable Metrolinx to fulfill future ridership growth as well as upcoming and VIA Rail and CN train service. With substantial work completed for UP Express, remaining works including closing out infrastructure construction and existing project scope elements including e-ticketing system, ticket vending machine and kiosk installation, and completion of the storage track.

5.3 Capital Asset Growth 2015-16

Exhibit 8: Metrolinx Capital Asset Growth

Capital Assets	**$Billions**
Net Book Value - March 31, 2015	11.465
Add: Capital Budget – 2015-16	2.487
Less: Estimated Amortization 2015-16	(0.47)
Estimated Net Book Value – March 31, 2016	13.482

5.4 Managing Uncertainty

In 2014-15, Metrolinx introduced a Corporate Risk Appetite and Risk Tolerance Framework. As a result, the Board approved parameters for managing uncertainty for Metrolinx. The use

of quantitative analytics has been increased by developing and applying best practises in analyzing business cases and assessing project cost contingencies. In addition, the project risk management framework has been developed and will be incorporated into the practices and procedures of the new Capital Project Group.

In 2015-16, Metrolinx will focus on applying risk tolerance to KPIs. An Integrated Performance Management Strategy is being developed and instituted over the next three years to further solidify risk management principles as part of everyday business. Metrolinx will continue to expand the use of quantitative analytics in other key areas such as project schedule management and business planning.

At Metrolinx, Management and the Board review the following key areas of focus on an ongoing basis with a lens on the discipline for managing uncertainty in business operations and decision-making.

Exhibit 9: Key Areas of Focus

Key Area	Description
Regional Leadership and Relevance of *The Big Move*	The credibility of the regional transportation plan is maintained by demonstrating evidence-based decision making, ongoing progress and delivering on commitments on time and on budget.
Sustained Funding	Metrolinx requires continued and adequate funding to fund current and future operations and capital programs.
Stakeholder Management and Governance	Corporate governance oversight with clearly defined stakeholder roles and accountabilities are required to support Metrolinx's objectives.
Management of Stakeholder Requirements	Clear communication and understanding of program objectives is needed to deliver stakeholder requirements on budget, scope and schedule.
PRESTO Implementation	Fare card system rollout must be well managed to deliver on the committed schedule. Metrolinx needs to develop new service provider programs and an enhanced procurement strategy.
UP Express Service	Managing the launch of UP Express to ensure readiness for the Toronto 2015 Pam Am/Parapan Am Games, building and maintaining strategic partnerships, and delivering a premium service for customer are critical success factors for UP Express.
Rapid Transit Implementation	Effectively managing project stakeholders is key to the successful implementation of the RTI program, including the use of the AFP process.
Workforce	Effectively managing our workforce is critical to achieving business outcomes and optimizing productivity.
Customer Satisfaction	Reliable services and timely, high quality communication are success factors in maintaining Metrolinx's commitment to its customers.
Privacy and Cyber Security	Metrolinx is required to safeguard both customer and corporate data, ensure compliance with privacy legislation, and mitigate any possible privacy breaches.
Program Delivery	Project volume and complexity, as well as stakeholder requirements, necessitate effective project management and prioritization to deliver projects on time, budget, within scope and of the highest quality.

Key Area	Description
Passenger Safety	Proactively taking steps and continuing to strengthen the culture of safety as the top priority through clear leadership and commitment, effective communication and continuous improvement.
Legal / Compliance	Conducting our business in compliance with all applicable laws, regulations, directives and policies.
GO Regional Express Rail	Ongoing development and implementation of the work plans to deliver more frequent, two-way, all-day service on GO-owned rail corridors, with electrified 15-minute service in care areas.

5.5 Performance Measures and Targets

To meet its commitment to performance measurement, the organization has developed two suites of KPIs: Public-facing KPIs and Executive Management KPIs that are to be utilized in business unit planning, decision making and reporting. Public-facing KPIs serve the goal of measuring annual organizational progress on the Metrolinx Five Year Strategy, and effectively "tell the Metrolinx story" to the public and the Board. Executive Management KPIs will enable senior management to track and demonstrate results that contribute to the Public KPIs as well as to support early identification of significant issues requiring attention at the senior management level. Both suites of KPI's have been endorsed by senior management and are in the final stage of approval by the Board of Directors.

During fiscal 2015-16, Metrolinx will introduce Hyperion Planning Software to improve the overall budget and planning process. This will provide additional visibility and transparency to the KPI information and help the organization better meet its commitment to performance measurement.

5.6 Financial Performance

Metrolinx closely monitors its financial performance using relevant financial ratios including: a cost recovery ratio, an overhead ratio, cost per ride, and competitiveness.

Cost Recovery Ratio:

This is the ratio of operating revenue to operating costs. For fiscal 2015-16, Metrolinx is budgeting an operating cost recovery ratio of 71.2 percent (including PRESTO and UP Express). If PRESTO and UP Express operations are excluded, the budgeted cost recovery ratio is 77.5 percent. Metrolinx's cost recovery ratio continues to compare favourably with those of other public transit authorities in North American. For example, TransLink in Metro Vancouver has reported a cost recovery ratio of 51.4 percent in 2013.

Overhead Ratio:

The overhead ratio is the percentage of overhead support costs to operating costs. For fiscal 2015-16, Metrolinx is expecting the overhead ratio to be 7.3 percent. The 2015-16 overhead ratio has declined from previous years due to the launch of UP Express and the fact that overhead costs from corporate support functions are growing at a slower rate than all operating divisions.

Cost per Ride:

The cost per ride is the average operating cost required to move passengers between destinations as measured by the number of passenger boardings per one-way trip. For fiscal 2015-16, the operating budget reflects a cost per ride of approximately $8.4 for GO Transit and $31.0 for UP Express. The cost per ride for UP Express is anticipated to decline to break-even by 2018-19 at $20.7. The key cost drivers of cost per ride are service expansions, customer service enhancements, and maintenance of service reliability.

GO Transit Competitiveness:

Travelling with GO Transit remains an economically preferred choice for commuters in the GTHA. Travelling with GO Transit costs approximately 61 percent of the total cost of fuel and parking compared to driving. The average cost to drive is $0.25/km, whereas the cost for transit is $0.15/km. This reflects fuel costs and parking in downtown Toronto only and does not consider the additional vehicle maintenance and vehicle ownership costs that would result from the increase in vehicle mileage. The cost of fuel was based on the 2013 Driving Costs brochure published by the Canadian Automobile Association. GO Transit continues to offer a comfortable and easy experience and a cost competitive mode of travel for passengers.

5.7 Implementing Cost Allocations

A costing model is being developed to systematically allocate the cost of Metrolinx' shared corporate services to the benefitting Business Units and programs. This mechanism will provide a fully-costed view of the business segments, allowing planners and decision makers to clearly discern the financial impact of adding new operations and infrastructure. The first phase, expected to be completed in the fall, will support segmented reporting of financial results and will enable KPI calculation by business unit. In Phase II, business unit services will be further analyzed to determine cost metrics by transportation mode, corridor and trip.

6.0 Focus on Customer Service

6.1 GO Transit Customer Service Strategy

Metrolinx ranks customer service among its highest values and has codified this belief in the GO Transit Passenger Charter. Our unwavering commitment to exceeding customer expectations is demonstrated through a number of customer-focused initiatives. Operationally, GO continues to sustain the improvements that won it the coveted Large Transit System of the Year Award from the American Public Transportation Association in 2013. Improvements focus on adding train and bus service, improving on-time performance and providing customer amenities such as vending machines, Wi-Fi at all rail stations and on select pilot program buses, real time service status information to smartphones and the launch of a regional trip planner called Triplinx.

Exhibit 10: Metrolinx Customer Service Action Plan Highlights

2015-16 Customer Facing Initiatives	
Customer Experience Enhancement	a) Increased self-serve options – interactive voice response phone system, installing digital signs, adding PRESTO capabilities to ticket vending machines b) Union Station refresh including the opening of the new York concourse c) Improvements at stations/terminals - increased parking, facility updates and making it easier to get to stations d) Enabling Internet connectivity at over 50 stations and piloting on buses e) Delivery of Accessibility for Ontarians with Disabilities Act (AODA) Transit Accessibility Plan f) Strategic partnerships to offer customers more options
Customer Analysis/Feedback	a) Market Segmentation for UP Express b) UP Express First Impressions research c) Customer satisfaction surveys for GO, PRESTO and UP Express d) UP Express Online Panel launch (UPinions)
Customer Communication	a) Refresh of the GO Mobile application b) Launch Triplinx, an online interregional trip planner and travel information system c) Adding information kiosks at stations d) Automated onboard train announcements e) GO Transit website refresh
Employee Training	a) Finalizing UP Express frontline training and launching UP Express service b) I Am GO: Customer Service Training continues and the next stage of training is under development c) Development of the next five year customer service training roadmap
Going Green	a) Installing additional solar panels on parking structures b) Converting trains to meet the most stringent Environmental Protection Agency emission standards (Tier 4)

GO Customer Service Performance Measures

GO Transit utilizes several customer facing KPIs that are aligned with the GO Transit Passenger Charter. In 2014-15, GO met three out of its eight KPIs and narrowly missed the target for another two. An important challenge for GO is to continuously create additional rail seating capacity ahead of rapid ridership growth. Work is underway to improve on-time performance and to increase customer satisfaction with seat availability, customer communication and Call Centre effectiveness.

Exhibit 11: Metrolinx Passenger Charter Report Card

Measure	Annual Target		2014-15	2013-14	2012-13
On Time					
We will run more than 94% of rush hour trains within five minutes of the scheduled time.	94%		92%	93%	94%
We will have less than 1% of our scheduled trips cancelled or delayed over 20 minutes.	1.0%	✓	0.7%	0.8%	1.0%
Safety					
We will increase year over year, the percentage of customers who are satisfied with GO Transit's safety as measured by our customer survey.	80%	✓	89%	88%	83%
Keeping you in the know					
We will increase year over year, the percentage of customers who are satisfied with GO Transit's communication as measured by our customer satisfaction survey.	77%		75%	72%	73%
Comfortable experience					
We will strive to have seats available for every passenger on 80% of weekday rush hour train trips.	80%		66%	62%	65%
We will increase year over year, the percentage of customers who are satisfied with the cleanliness of GO Transit managed stations as measured by our customer satisfaction survey.	82%	✓	84%	82%	80%
Helpfulness					
We will reduce the average time to address customer concerns to within 2 business days.	2 Business Days		3.5 Business Days	2.8 Business Days	1.8 Business Days
We will answer 80% of telephone calls within 20 seconds or less.	80%		73%	79%	87%

6.2 PRESTO Customer Service

PRESTO is committed to ensuring excellent customer experience and has made customer service a top priority. Today nearly 1.5 million PRESTO cards have been issued to customers across the GTHA and Ottawa. PRESTO started measuring customer satisfaction metrics in 2012 and reports on three key measures; the likelihood to recommend PRESTO, the likelihood of continued use of PRESTO and overall customer satisfaction. These measures have been steadily increasing each year.

PRESTO is dedicated to continuously improving the customer experience of using the PRESTO fare card. There are a number of customer facing initiatives that PRESTO is planning for 2015-16, including:

- finalizing a PRESTO Customer Charter;
- increasing the frequency of the Client Satisfaction Survey from annual to semi-annual;
- developing a Voice of the Customer program to map out and plan regular customer satisfaction monitoring, as well as obtain feedback on new products, processes and in order to gather customer intelligence;
- completing a channel strategy that will identify key channels and retail strategy;
- developing an Enterprise Mobile Application (E-Mapp) that will enable retail channels and end state PARA on track for a 2017 implementation;
- continuing to work on the re-design of PRESTO website, creating new functionalities and simplifying existing process flows as well as a new mobile application that will include the ability to top-up card balances.

6.3 UP Express Guest Services

The services offered by the UP Express have a very strong focus on the guest experience from the design of the project down to the operating details. The trains are fully accessible and have been designed with the comfort and conveniences of the guest in mind. Trains are equipped with amenities including Wi-fi, infotainment screens with flight information, overhead luggage storage, luggage racks at access doors, space for oversized baggage, power charging outlets at every seat, and tray tables on seat backs.

UP Express connects Toronto Pearson International Airport to the busiest transportation hub in the country – Union Station – seamlessly integrating with GO Transit, VIA Rail and TTC services. Located within the existing Skywalk in downtown Toronto, the new UP Express station connects to Union Station via the Skywalk's interior walkway, enabling guests to travel between the two rail terminals without having to brave the elements. Passengers are sheltered by the fully enclosed platform even while waiting for the next train. Built and used solely for the Union Pearson Express, the combination platform/waiting area features a guest services counter, ample seating, automated ticket vending machines, PRESTO card validators, airline check-in kiosks, up-to-the-minute flight status information, accessible washrooms and a lounge known as the "CIBC UPstairs".

UP Express has also very successfully engaged the private sector through a series of innovative partnerships that will further enhance the guest experience and generate non-fare revenue. Founding partners include CIBC, Cisco, Deloitte and Rogers. Each founding partner will contribute their expertise throughout the travel journey with a primary focus on the anticipating and satisfying travellers' needs. In return, UP Express will be providing access to marketing assets.

At Union Station, UP Express has partnered with Balzac's Coffee Roasters in offering coffee, pastries and light meals; Mill Street Brewery in offering craft beer brands at the 'CIBC

Upstairs'; and the iconic Drake General Store in offering a travel-focused apparel line, as well as a collection of gifts and stationary.

6.4 Regional Customer Service

Metrolinx is committed to enabling a truly integrated mobility experience across the entire Greater Toronto and Hamilton Area. Several key projects will forward this vision in 2015-16. There will be a public launch of Phase 1 Triplinx regional traveler information system, and expanded coverage and functions added throughout the year to ensure travellers can conveniently plan the most efficient trip to their destination. The pilot project launched in 2014-15 integrating TTC monthly passes with travel privileges on GO Transit between Danforth and Exhibition stations will be evaluated, and potential next steps considered. We have strengthened integration of GO Transit with municipal paratransit services, with designated transfer locations at GO stations and terminals; in the coming year we will provide additional accessibility at GO stations and bus stops throughout the region. Work is underway to examine possible fare system changes to support travel throughout the GTHA, and there will be pilot projects to improve wayfinding between different transit systems.

7.0 Joint Initiative Deliverables

Infrastructure Ontario (IO)

Guided by the Metrolinx-Infrastructure Ontario Master Agreement, IO continues to be an integral partner in several high priority Big Move initiatives: Toronto LRT projects, GO Transit East Rail Maintenance and Storage Facility, and the Highway 7 VivaNext bus rapid transit project. The UP Express line spur into Pearson Airport is a key success achieved through project oversight from Metrolinx and expertise in Alternative Financing and Procurement (AFP) from Infrastructure Ontario. The Eglinton Crosstown project is currently being procured with IO by AFP and the successful proponent will be announced in summer 2015. By expanding its portfolio of AFP projects done in partnership with IO, Metrolinx aims to maximize value for money compared to traditional project delivery models.

Municipal Partners

As regional transportation provider, GO Transit routes span many Ontario municipalities, giving rise to natural, mutually beneficial municipal partnerships. Areas of collaboration include road and land-use planning, environmental assessment and urban development. The Regional Transportation Plan is expanding these collaborative relationships, as are smaller, multi-jurisdictional projects and cost-saving initiatives. Enabled by the PRESTO fare system, eight GTHA municipal operators currently partner with GO in the Fare Integration Program, providing savings and efficiencies to customers who traverse both GO and local systems on a single card. In 2015-16, the PRESTO fare system will be accelerated to implement the electronic fare system across the TTC network by the end of 2016 pending formal approval.

Rail Partners (CN, CP, TTR, GEXR, VIA)

Although Metrolinx now owns most of GO Transit's railway corridors, services such as signaling, dispatch and communications are shared among GO's corridor partners, Canadian National Railway, Canadian Pacific Railway, Toronto Terminal Railways and Goderich and Exeter Railway. Additionally, GO collaborates with Via Rail and others who access Metrolinx owned railway corridors and other properties and share stations. Metrolinx has made

significant progress in developing a costing model to facilitate fair and equitable cost recovery from joint facility users. For 2015-16, Metrolinx will begin testing and refining the model.

Key Service Delivery Partners
(Accenture, Bombardier, Suncor, Pacific Northern Railworks - PNR)

Accenture is the contractor responsible for successful implementation and ongoing maintenance of the PRESTO fare system. This long term partnership is governed by a November 2012 agreement that outlines financial obligations, intellectual property rights and performance/service measures. Bombardier builds, maintains and operates the GO Transit rail fleet. Second to Bombardier in terms of total business is Suncor, GO Transit's diesel fuel vendor, forecasted to supply 84 million litres at a cost of $75.2 million in 2015-16. Pacific Northern (PNR) maintains all 300 miles of Metrolinx owned track and signals.

8.0 Human Resources Profile

Human Resources (HR) works as a strategic partner to ensure that the development of our workforce is consistent with Metrolinx's vision and aligns with the business plans as outlined by each business unit. HR ensures that Metrolinx has the right employees with the skills required to fulfil priorities outlined in our business plans.

Human Resources Focus

- Launch the 2015-2020 People Strategy and the 35 initiatives that will enable Metrolinx to deliver on its business goals
- Develop a Diversity and Inclusion Strategy
- Develop and implement a mentoring program
- Further embed the Metrolinx values and behaviours into the organizational culture to promote service excellence
- Develop leadership capacity through enhanced learning and development opportunities
- Implement the HRMS strategy over the next three years which will enable the Human Resources division to leverage technology for meeting business goals and objectives as outlined in the 2015-2020 People Strategy
- Implement integrated Health, Safety & Wellness strategies that meet or exceed legislative obligation including mandatory training, as well as promote employee wellbeing/wellness through Wellness Fairs, Campaigns and Fitness Membership
- Update recruitment strategies and technologies to facilitate the applicant experience and recruit for top candidates

To keep pace with the roll-out of initiatives as outlined in Metrolinx's Business Plan and the Regional Transportation Plan, Metrolinx's employee growth over the past five years has increased at approximately 10 percent per year. Current employee headcount is 3,372 with a planned increase of 8.1 percent, which is in line with forecasted growth. Based on the projects and initiatives to be completed by the Business Units, Metrolinx expects to hire an additional 275 employees during the 2015/16 fiscal year to support the implementation of GO RER, UP Express, PRESTO expansion and GO Transit service enhancements.

Metrolinx has a strong foundation on which we attract, retain and drive employee engagement, resulting in excellent customer service. Metrolinx offers a high-energy and fast-paced work environment that focuses on innovation, teamwork and excellence in service delivery. Employees are provided with ongoing career development through on-the-job and cross-functional training, sponsorship of continuing education courses, and leadership development. Metrolinx has been officially recognized as a Top GTA Employer, and a Top Employer of Young People, and offers student placements and co-operative education and internships.

In addition, Metrolinx also has in place several other programs that benefit employees such as competitive compensation packages and extensive health benefits including pregnancy leave top-up, carpool/telework options, proactive and preventative well-being programs, as well as modern and sustainable work environments. These programs are comparable to that of other public sector organizations, and create a strong and compelling employee proposition that has enabled Metrolinx to attract top employees with many unique skills that are needed to support delivery of the organization's goals.

People Strategy

In early 2015, HR launched its five-year People Strategy, which will move Metrolinx to a higher level of operating by systematically improving organizational effectiveness through programs and initiatives focused on its people. The strategy is focused on three areas: our workforce, our workplace and our people management infrastructure. Within each of these areas, 35 deliverables have been identified, setting out the short- and long-term goals for human resource management, aligned to Metrolinx's Business Plan. Initiatives to be delivered in 2015-16 are focused on enhancing employee engagement through leadership development, learning opportunities, wellness initiatives, and HR service delivery. Each of these enhancements are necessary to support a healthy and productive workforce.

The strategy also aligns with the annual Employee Survey results and action plans, demonstrating a high-level of alignment between workforce values and organizational direction.

To ensure proper measurement of the strategy's implementation and success, employee metrics are being collected to evaluate implementation. Baseline measurements have been relatively stable in the areas of employee turnover and absenteeism. The roll-out of initiatives under the People Strategy will assist in sustaining positive employee metrics through continuous improvement.

9.0 Information & Information Technology Profile

The Information & Information Technology Department (I&IT) is responsible for the Metrolinx Enterprise Technology (technology infrastructure, business solutions and applications management), that services the information needs of all operating divisions. I&IT also builds partnerships with business units to deliver cost-effective technology based solutions that help business units succeed.

I&IT delivers projects using standard industry methodology based on five approval gates. This approach helps to ensure project success by aligning project outcomes with overall business goals. All I&IT services are managed and operated internally, providing direct support to end

users and business units. Primary focal areas for I&IT are: customer service, project delivery and high performance IT infrastructure.

I&IT Organizational Focus

- UP Express: Technology program to support UP Launch and enable capabilities to enhance customer service
  Enterprise Resource Planning upgrade: Upgrade and expand Enterprise Oracle Resource Planning (ERP) system for finance, HR and procurement functions and integrate learning and Talent Management
- Unified Communications (VOIP): Implement a new enterprise telephony platform to improve call centre capabilities and enable enterprise collaboration
- Real Time Transit Info System: Implement Triplinx for the Toronto 2015 Pan/Parapan Am Games
- Computer Aided Dispatch / Automatic Vehicle Location (CAD / AVL): Track the location and condition of all GO buses, GO trains, UP Express units and selected non-revenue vehicles
  Enterprise Customer Relationship Management (CRM): Enable and share enterprise customer profile information across business units
- Information Management (IM): Implement enterprise information management program (business intelligence, analytics, data governance, enterprise content management)
- Open Data (Open Metrolinx Web-site): Provide the ability to share Metrolinx data with internal and external partners
- New Guelph and Kingston Data Centres: Migration of vendor data centre operations to Ontario Public Service data centres and migration of Metrolinx production systems.
- IT Service Management Improvement: Introduce service process improvement and tool to support growing Metrolinx customer base and provide service analytics

2015-2016 I&IT initiatives fall into three categories:

Transformation of the I&IT Organization – In 2015, I&IT will implement new strategies, processes, governance and organizational structure to improve agility, scalability, operations and cost effectiveness, supporting Metrolinx business objectives.
Additional staffing needs have been identified and budgeted in order to provide: strategic planning, multi-year IT project planning, business unit support and information management support.

Project Delivery - The I&IT project portfolio is at its largest size, consisting of 40 active projects and 32 new project requests in the intake pipeline. Growth is driven by new business strategy, enhanced customer process and operational effectiveness.

Technical Infrastructure Improvements - IT infrastructure requires on-going maintenance, upgrade and replacement to keep pace with growing user requirements, capital infrastructure improvements, and technology developments. In 2015 there will be several

substantial upgrades: Upgrade of technology programs to support UP Express, migration of the Metrolinx Data Center to a new Provincial facility in Guelph, implementation of application development capabilities at a provincial facility in Kingston with disaster recovery, and the implementation of I&IT service management process and system improvement to enhance I&IT services to Metrolinx customers.

10.0 Communications Plan

Strategic Communications is responsible for managing activities that could impact the reputation of Metrolinx and its operating divisions. It serves as a corporate resource and partner for corporate communications, public relations, marketing and stakeholder engagement activities, and it provides professional communications support and direction for broader corporate priorities. Strategic Communications is responsible for guiding the development of all public-facing communications materials and events to ensure they align with business plan objectives while conveying a compelling corporate narrative with a cohesive brand.

During 2015-16, Metrolinx will continue to focus its communications activities on effectively showcasing the organization as a leader in delivering regional transit and transportation solutions. Communications activities will continue to focus on three strategic directions:

1) Strengthen the position of Metrolinx as a **thought leader and informed voice** for an effective regional transportation system
2) **Increase public understanding, awareness and support** about the importance of the Regional Transportation Plan to the GTHA and the building and delivery of transit projects across the region; and
3) Strengthen engagement and awareness within the organization on projects, milestones and vision of the Metrolinx Organization, creating pround, informed and connected employees.

A key objective for the organization and for Strategic Communications will be to build awareness and support for the work we will be undertaking to massively expand GO train service through the GO RER project. GO RER builds on all the planning and infrastructure progress we have already made under our Regional Transportation Plan and fast-tracks future service expansion. This massive growth in GO rail service will be a primary focus for all areas of Strategic Communications in the coming year. Support will be delivered through the development of communications and marketing campaigns as well as ongoing community and digital engagement to build public awareness and support for Metrolinx and GO Transit objectives.

With the launch of UP Express, Strategic Communications will focus efforts on a fully integrated program to increase awareness of the new service and to drive ridership. The plan will move from highlighting construction milestones to customer service and ridership.

Strategic Communications will continue to promote PRESTO as the convenient, electronic fare card in the GTHA and Ottawa. Special focus will be on the continued expansion of PRESTO on the TTC, Canada's largest transit agency. Public and customer communications to support the rollout on TTC will once again be a prime focus for Metrolinx this year.

Significant progress is being made along Eglinton Avenue between Black Creek Drive and Brentcliffe Avenue, as work continues on the underground section of the Eglinton Crosstown

LRT line. Highlighting project milestones and engaging with the community will continue to be the focus for 2015-16.

With progress on rapid transit projects, communications will focus on engaging the public and stakeholders about how transit is built, what's next for projects like Hurontario-Main LRT line, Finch West LRT line, and the new LRT line in Hamilton , as well as how our work integrates with other major plans like the City of Toronto's SmartTrack initiative.

Where we have major projects Metrolinx's Community Relations teams are on the ground to facilitate project delivery, build trust for Metrolinx and its brand, and engage neighborhoods in the city-building component of our work.

The Metrolinx Stakeholder Relations team will continue to support comprehensive stakeholder engagement processes for major public initiatives, such as the legislated review of the Regional Transportation Plan and environmental assessment work. The team continues to build support amongst stakeholders for transit investment in addition to, serving and supporting stakeholders across the region that have an interest in our activities.

A key part of our business plan is to keep the public informed and provide balanced information in proactive and reactive ways.

To this end, the Media Relations team will continue to provide fact-based, insightful responses and content through a variety of media channels that cover all aspects of Metrolinx projects and activities. It is also in the public interest to know that there is progress in addressing the problem of congestion. Through various public-facing channels, including social media, project signage and other marketing opportunities, we will continue to connect the dots – highlighting the ongoing construction around the region and what transit and transportation projects are underway.

Appendix A: Key Assumptions

Fuel Price

For GO Transit operations, diesel fuel is a crucial input. Because it is a petroleum based commodity, diesel prices fluctuate with oil's supply and demand forces. This volatility often falls within a normal range but there can be large moves in one direction. Metrolinx engages in some hedging to offset rising fuel prices and provide stable fuel price assumptions for annual planning. In actuality, fuel price risk, while hedgeable, cannot be entirely predicted or eliminated. Based on the 2014-15 budgeted volume, rising unit price for diesel could lead to a potential budget shortfall of 3 to 8 million dollars or more depending on the percentage increase.

Exhibit 12: Metrolinx Fuel Price Volatility

GO Transit Fuel Budget - Impact of Unit Price Change

BU	Direct Price/litre ($)	Outsourced Price/litre	Budgeted Volume (M litres)	Total Budget ($M)	Potential Budget Shortfall ($) 5% Price Increase	10% Price Increase	15% Price Increase
Bus	$ 0.9536	$ 1.0544	27.34	$26.57	($1.05)	($2.11)	($3.16)
Rail	$ 0.8556	$ 0.8556	50.61	$43.30	($1.95)	($3.90)	($5.85)
UP	$ 0.8556	$ 0.8556	6.22	$5.32	($0.24)	($0.48)	($0.72)
Grand Total			**84.17**	**$75.18**	($3.24)	($6.49)	($9.73)

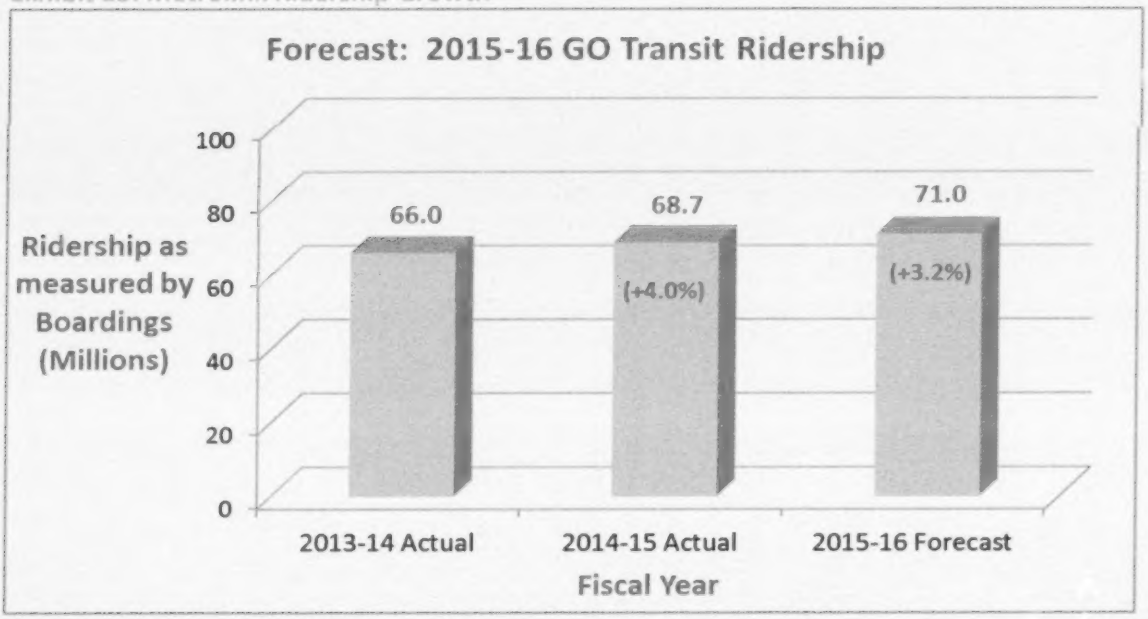
GO Transit Fuel Budget - Fuel Price Sensitivity

For every 1 cent change in price, the fuel expenditure impact is $856K						
BU	Direct Price/litre ($)	Outsourced Price/litre	Budgeted Volume (M litres)	Revised Budget ($M)	Original Budget ($)	Change ($)
Bus	$ 0.9637	$ 1.0646	27.34	$26.85	$26.57	$0.28
Rail	$ 0.8657	$ 0.8657	50.61	$43.81	$43.30	$0.51
UP	$ 0.8657	$ 0.8657	0.22	$5.38	$5.32	$0.06
Grand Total			**84.17**	**$76.04**	**$75.18**	**$0.86**

In fiscal 2014-15, GO Transit has implemented a number of service enhancements to improve its quality of service, convenience and value. There are more peak hour train trips on the Barrie and Milton corridors, as well as new and increased bus trips across the GO Transit network. These service enhancements, along with external factors such as development intensity near the GO Transit network and growth in population and jobs, contribute to the increase in GO ridership.

For fiscal 2015-16, total GO ridership growth is forecasted to increase 3.2 percent over the 2014-15 ridership. Ridership is forecasted as Boardings minus Transfers across both train and bus routes.

Exhibit 13: Metrolinx Ridership Growth



GO Transit Fare Increase

GO Transit implemented a fare increase on February 1, 2015. The minimum fare is now $5.30. After taking into consideration the loyalty discount program and concession fares available from using the PRESTO fare card, it is estimated that the GO Transit fares has increased approximately 5 percent for the majority of customers using the PRESTO card. The new fare revenue will help cover existing operating costs and meet the needs of growing ridership, provide excellent customer service, more reliable service and manage increasing costs. The fare increase also helps to provide enhanced service, improved communications, and well-maintained facilities and equipment.

The February 1, 2015, GO Transit fare adjustment has increased the base adult single fare as follows:

- a 10 cent increase on the minimum fare of $5.20
- a 30 cent increase on fares between $5.21 and $6.50
- a 40 cent increase on fares between $6.51 and $8.25
- a 50 cent increase on fares greater than $8.25

UP Express Ridership

UP Express became fully operational in June 2015. The UP Express ridership is anticipated to be 2.2 million in fiscal 2015-16 for the partial year that it operates. The projected UP Express ridership is based on a forecasting model that accounts for various fare product offerings and the fare structure. Fare products include round trip discounts, concessions, meet and greet tickets, volume discounts, on board payments, long layover ticket types, and airport employee discount program. It is difficult to predict the ridership of a new service with no historical information, so the actual ridership uptake may be different from anticipated.

Appendix B: Summary of Progress on Five-Year Strategy Deliverables

Objective of the 2015-2020 5-Year Strategy	Progress on Deliverables
1. Guide regional transit investment and decision making	Most deliverables on track. Review of the Regional Transportation Plan will be completed as planned in 2016. Updated Plan to be completed in 2017.
2. Improve cross-boundary transit travel	All deliverables on track.
3. Facilitate transit fare payment in the GTHA	All deliverables on track.
4. Increase travel choices	All deliverables on track.
5. Foster transit-supportive land uses	All deliverables on track.
6. Seek adequate and predictable capital and operating funding	All deliverables on track.
7. Strive for industry leadership in cost management	All deliverables on track.
8. Increase non-fare revenue	All deliverables on track.
9. Enable frequent regional express GO Transit rail service and an attractive complementary bus network	All deliverables on track.
10. Enable rail service between Canada's two busiest transportation hubs	All deliverables on track.
11. Extend the rapid transit network	Mississauga BRT 403 Transitway, VivaNext BRT, Eglinton Crosstown LRT and production of LRT vehicles are all on track. Some delays experienced on Finch West LRT, pending Treasury Board approval in June 2015. Award of contract tracking for early 2016. The Minister of Transportation has placed the Sheppard East LRT on hold pending completion of the Finch West LRT (anticipated deferral of 5 years).
12. Work toward transforming GO Transit Service by advancing frequent Regional Express Rail	All deliverables on track.

13. Introduce a welcoming new air travel gateway to Toronto	All deliverables on track.
14. Deliver new rapid transit operations jointly with municipalities	All deliverables on track.
15. Enhance customer and client fare payment convenience	All deliverables on track.
16. Provide transportation leadership and build consensus	All deliverables on track. This objective and its related deliverables are all new as of the 2015-2020 Five Year Strategy.
17. Ensure that Metrolinx can effectively meet evolving business needs	All deliverables on track.
18. Model responsible operations and best practices	All deliverables on track.
19. Demonstrate accountability, value for money and openness	All deliverables on track.

Appendix C: Detailed Status of 2014-15 Deliverables

Five-Year Strategy Objectives	2014-2015 Business Plan Deliverables	Status
I. Provide regional leadership to enhance mobility options, guided by The Big Move, stimulating and supporting the activities of partners across the region.		
1. Maintain the relevance of *The Big Move* through updates and related planning, to guide investment and decision-making.	a) Bring work plan for Regional Transportation Plan Legislated Review to Board in June of 2014. Initiate supporting studies for Legislated Review and established working groups.	✓
	b) Update Project Prioritization Framework and project phasing plans.	✓
	c) Complete communication and consultation strategy for Legislated Review.	✓
2. Advance **integrated transit fares and services** across the GTHA, optimizing convenient, seamless connections to improve customer experience.	a) Complete the development of the policy framework for GTHA transit service integration.	✓
	b) Initiate the business case for GTHA transit fare and service integration	As part of the UP Express pricing strategy, developed proof-of-concept for co-fare integration between UP & GO and UP & TTC. Business case elements being embedded in assessment of fare and service integration scenarios for completion in Q4 of 2015-16.
	c) Complete Kipling Bus Terminal Feasibility Study.	✓
3. Champion *The Big Move* strategies, **collaborating** with stakeholders, and implementing selected regional initiatives to advance transportation objectives.	a) Complete the Pearson Airport Area Transportation Study and business case.	✓
	b) Collaborate with Peel Goods Movement Task Force and Southern Ontario Gateway Council on joint members meeting in June 2014; initiate review of GTHA Urban Freight Study to incorporate into the Legislated Review.	✓
	c) Initiate development of a regional Active Transportation strategy as a component of the Legislated review.	✓
	d) Advance the Regional Transit Traveler Information System trip planner for GO Transit and municipal transit agencies, with initial system to be ready for Pan Am games by July 2015. o Advance framework and digital tool interface o Develop identity and graphic standards for RTTIS	✓
	e) Advance Regional Wayfinding Harmonization Project: o Develop Interim Transit Wayfinding Harmonization Guidelines and apply to ECLRT o Pilot Signage and Wayfinding projects at three GO locations	✓

	f)	Advance Design Excellence across capital projects: o Develop GO Design Guidelines	✓
	g)	Implement recommended actions to support increased integration of specialised transit and GO Transit services.	✓
	h)	Support CycleON cycle safety actions as applicable.	✓
	i)	Launch new Smart Commute online services to support ridesharing	✓
	i)	Expand the TPI program in terms of scope and number of participants: o Increase number of procurement types from 6 to 7. o Increase number of participants from 29 to 31	✓ ✓
	k)	Complete an implementation plan for support and coordination of active and sustainable school travel in the GTHA	Implementation plan for support and coordination of active and sustainable school transportation (ASST) in the GTHA is on track for completion in Q2 2015-16. Timing adjusted to include input from new GTHA ASST Regional Hub, formed in Jan 2015.
	l)	Provide an annual report to highlight participation and impact of the Smart Commute program.	Smart Commute Annual Review to be delivered in Spring 2015, as a look back at 2014/ 15
	m)	Develop a work plan for Transit Procurement and New Technologies (TPNT) to become a knowledge centre in the area of new technology developments which affect public transit for Metrolinx, municipal partners, and sustainable transportation stakeholders.	Work plan to be presented to the SMT by the end of Q1 2015-16.
	n)	Complete Freight Rationalization Feasibility and Commercial Impacts Study by the end of year	✓
4. Fully implement **PRESTO** in the GTHA and Ottawa.	a)	Support e-ticketing launch. Prepare a plan for Field Service support model by April 2015 for UP Express Fare systems.	UP Express Fare System did not require PRESTO involvement for launch
	b)	Develop and deploy the first stage of the Business Intelligence system.	✓
	c)	Begin deployment for TTC Wave 1 w with initial streetcar line (Spadina) complete and Bathurst line in progress (note that deployment is determined by TTC vehicle delivery schedule). Initial subway stations (e.g.. Spadina) will be installed with PRESTO, with priority given to streetcar interchange stations. System functionality to support TTC business rules for initial deployment will be complete (e.g. cash, token, debit/credit payments on streetcars, and PRESTO use on	✓

		streetcar and subway). Scope will eventually include York/Spadina subway extension.	
	d)	Performance Testing of PRESTO system as part of R2.3 release.	✓
	e)	Enhance the Consolidated System Monitoring program.	✓
	f)	Begin remediation work with Thales to achieve a stable system state to last until 2016.	Thales maintenance agreement in place until October 2016. Work underway for R3.1 to increase max list size to support organic growth of system until October 2016. Longer term support conversation planned for Q1 2015-16
	g)	Complete infrastructure upgrades as required by production, organic growth and the results of performance testing and remediation work.	✓
	h)	Device monitoring system.	✓
	i)	Industrialize PRESTO Operations processes and procedures.	All planning related to industrialization for operations processes are complete. Implementation is underway with target completion end of fiscal 2015-16
	j)	Modernize pre-production testing environment.	✓
II. Pursue stable funding to support the integrated mobility improvements outlined in *The Big Move*.			
5. Support the implementation of the **Investment Strategy** investment tools, once approved by the Province of Ontario.	a)	Monitor and report implementation of all Investment Strategy Recommendations.	✓
	b)	Produce and communicate existing and new economic information and research.	✓
	c)	Develop an Alternate Financing Procurement (AFP) delivery screen for projects greater than $50M to address recommendation 13 and implement by the end of the year.	To be completed in Q3 2015-16
6. Strive for industry **leadership in cost management and revenue** generation from fares and other sources.	a)	Secure a new advertising vendor by fall 2014 to modernize assets and increase guaranteed revenue while delivering customer amenities like wi-fi at all stations.	✓
	b)	Roll-out 40 vending machines across system by fall 2014.	There was an issue with theft and vandalism and rollout was slowed until the problem is resolved.
	c)	Solicit and have in place founding partners for UP Express and explore opportunities for other Metrolinx business units by March 2015.	✓

	d)	Develop a retail strategy for GO Transit to increase non-fare revenue and deliver an improved customer experience.	✓
	e)	Advance development and execution of a Land Value Capture strategy.	EAIS with Realty Services is continuing to work towards the development of Land Value Capture (LCV) strategy and execution. The objective of the LVC strategy is to (i) generate revenue through private sector contributions and (ii) facilitate TOD near stations to drive ridership and enhance long-term value and financial sustainability. Further definition of strategy and options for advancement to be brought forward for discussion in 2015-16.
	f)	Establish a consistent approach to prioritize, evaluate, and approve a Land Value Capture opportunities on or near regional rapid transit and GO Rail stations.	Opportunity analysis and implementation options report completed by PwC in support of LVC. Report includes prioritization framework which will be utilized in 2015-16.
III. Implement Priority Regional Transit Infrastructure Projects in *The Big Move* as world-class city-building projects.			
7. Deliver **GO Transit infrastructure** required to continue progress toward a comprehensive **all-day regional transit service.**	a)	Commission Richmond Hill train layover.	✓
	b)	Complete Stouffville Expansion Environmental Assessment	✓
	c)	c) Advance property acquisition, design and/or environmental assessment work as applicable for additional train layover capacity on Kitchener, Milton and Barrie corridors.	Purchased property for Shirley Ave layover in Kitchener.
	d)	Complete new environmental assessments or addenda as applicable for planned additional GO stations	This deliverable relates to the environmental assessment addenda required for the Bloomington Station on the Richmond Hill corridor. Due to conflicting regulations, the project remains at the design phase. The environmental assessment addenda will

		be completed when issues design issues are resolved.
	e) Advance design and environmental assessment work for supplemental improvements to Mississauga Transitway.	✓
	f) Commence procurement and replacement of:	
	o Corporate PA System	Procurement completed.
	o GO Transit Control Center (GTCC) Communications Console	Project underway in design and deployment phases. Project will be completed within fiscal year 2015-2016.
	o Station Communication System (Red Phone)	
	o Train Scheduling and Management System Upgrade for GO & UP Express	Project is In progress and will be completed by the launch of UP Express (June 6 2015).
	g) Complete new train shed atrium to enhance the platform environment by end of 2014.	✓
	h) Complete implementation strategy for the GO Transit Parking and Station Access Plan.	The Station access plan is being updated to reflect the substantial network changes from implanting RER and other next wave projects that meet GO rail stations.
	i) Advance walk/cycle/transit improvements to a state of funding readiness for at least 5 stations.	Walkway spanning Trafalgar Road and additional bike parking added at Oakville GO; New east pedestrian entrance at Danforth GO in design; improvements to Bramalea, Cooksville, and Rouge Hill GO stations multi-modal access in design.
	j) Provide 1300 new parking spaces at GO Rail Stations and initiate feasibility and design for potential future parking structures.	1250 new parking spaces at rail stations opened in 2014/15; Feasibility studies underway for parking structures at: King City, Maple, Milton. Preliminary design of Bramalea and Cooksville parking structures underway. Preliminary design of Rutherford parking structure to commence May 2015.

	k)	Open new bus maintenance facility in East Gwillimbury.	✓
	l)	Promote a 'green zone' of station access modes at stations including new electric vehicle chargers, designated carpool parking, and Zipcar.	Continued advancement of carpool to GO, Zipcar to GO, EV charging/ parking - development of promotional and station concept in progress. Co-location of non-single occupancy vehicle (SOV) options is starting at some stations. Ongoing progress through 2015/16.
	m)	Pilot station travel planning for customers at two GO Rail stations.	Station travel planning to be rolled into community TDM and green zone initiatives throughout 2015/16.
	n)	Undertake railway corridor improvements to support rail service extensions, additional peak period capacity, or two-way service.	✓
	o)	Acquire lands for new GO Transit rail station at Hamilton James North on the Lakeshore West line and Lewis Road layover.	✓
	p)	Continue to expand ownership of railway corridors used by GO Transit as the opportunity presents itself, in order to realize the full benefits of corridor improvement investments. Complete acquisition of portion of the Guelph Subdivision.	✓
	q)	Advance East Rail Maintenance Facility (ERMF) : o Request for Proposals for Design Build Finance Maintain contract was released on June 27, 2014 and closing on October 3, 2014. o Commercial and Financial Close is expected in February 2015. o Detailed Design and Construction start is expected in March 2015	✓
8. Complete UP Express construction on time and on budget.	a)	Complete construction of: o Georgetown South railway corridor improvements and airport spur construction by 2014. o UP Express stations at Union, Bloor, Weston and Pearson by 2015, (including property acquisition for Bloor GO station).	GTS corridor will be operational before Launch of UP Express. Final construction elements like noise walls and paving around grade separations are expected to be completed in Q3 2015.
	b)	Vehicle servicing and maintenance facilities by 2015.	Willowbrook rail facility has been fitted up to handle UP Express vehicles.

	c)	Receive and complete testing of new rail cars by 2015.	✓
	d)	Complete environmental assessment for electrification of the UP Express by the end of June 2014.	✓
9. Advance construction of priority **rapid transit projects** consistent with *The Big Move*.	a)	Advance Eglinton Crosstown LRT:	
		o Execute utility agreements (with telecom companies and Toronto Hydro) - September 2014	✓
		o Complete Municipal Infrastructure Agreement with the City of Toronto - August 2014	The revised completion date is Spring 2015
		o Eglinton RFP Commercial/Financial Close - March 2015	The actual/forecasted date is July 2015
		o Reach 50% of property acquisition plan by spring 2015	Currently on target as of March 2015
		o Begin tunneling the East Tunnel Shaft 3 - October 2014	✓
		o Complete East Tunnel Shaft 3 - November 2014	In progress and is tracking for completion late Spring 2015
		o Select preferred proponent for Eglinton Crosstown AFP contract – December 2014	Preferred proponent to be selected Spring 2015. Commercial close on track for Summer 2015
		o Arrival of TBMs 1 and 2 at Eglinton West Station - January 2015	✓
	b)	Advance Finch West LRT:	
		o Issue Finch RFQ - October 2014	Tracking for Summer 2015, pending Treasury Board approval July 2015.
		o Complete Reference Concept Designs for Finch - January 2015	Tracking for Spring 2015
		o Complete Finch Project Specific Service Output Specifications and Project Specifications - Spring 2015	Tracking for Spring 2015
		o Select pre-qualified bidder for Finch (based on RFQ) - April 2015	Tracking for Winter 2016
		o Commence Environmental Assessment for MSF - April 2014	Notice of commencement issuance is anticipated for late Spring 2015 with EA completion in Fall 2015
	c)	Advance VivaNext Bus Rapid Transit (BRT):	
		o Highway 7 BRT (Highway 404 to Warden Avenue) in-service - December 2014	✓
		o AFP/RFP for Highway 7 BRT (in Vaughan and Markham) - July 2014	✓
		o Award design-build contract for Yonge Rapidway – April 2014	✓

		o Continue to acquire properties for VivaNext projects	On track
	d)	Advance Hurontario-Main LRT project: o Continue to advance funding application to P3 Canada	Underway
		o Complete Transit Project Assessment Process (TPAP) by submitting Environmental Project Report (EPR) in Summer 2014	✓
		o Continue pre-procurement-related activities including development of a draft Master Agreement with the municipalities and detailing project output specifications	Planning for these activities is underway
	e)	Light Rail Vehicles:	
		o Completion of 2 pilot low floor rail vehicles - December 2014	Pilot assembly activities in Thunder Bay are anticipated to commence Spring 2015
10. Champion coordination of **land use and transportation** to increase mobility choices and leverage public transportation investments.	a)	Launch procurement process to identify and select developer for first potential redevelopment of a GO Transit station property, with redevelopment to utilize Metrolinx Mobility Hub Guidelines.	Port Credit GO Station Redevelopment RFQ released March 2 2015. Refine the prioritization tool and work process - expected completion of next draft - Q2 2015-16
	b)	Update the Mobility Hub Profiles.	Eglinton Crosstown Transit Oriented Development RFP released February 27 2015
	c)	Initiate mobility hub and station planning to support delivery of the Finch LRT. Complete stations plans for Kipling and Kennedy. Support Crosstown, Sheppard, and Finch project development process.	Kipling and Kennedy station plans are complete. Ongoing planning work to support Finch LRT.
	d)	Establish a consistent approach to prioritize, evaluate, and approve joint development opportunities on or near regional rapid transit and GO Rail stations.	Opportunity analysis and implementation options report completed by PwC in support of LVC. Report includes prioritization framework which will be utilized in 2015-16
	e)	Coordinate with the Ontario Growth Secretariat legislated Review of the Greater Golden Horseshoe Growth Plan to ensure transit supportive policies remain a cornerstone of the provincial policy.	Metrolinx has submitted detailed comments on the Growth Plan Review and had representatives attend government public consultation sessions

IV. Operate Metrolinx services, setting the regional standard in customer service excellence.			
11. Expand GO Transit service to accommodate growing ridership, retaining its customer focus and progressing its transformation into a comprehensive all-day regional transit service.	a)	Introduce new peak service on the Barrie line and explore other peak service expansion opportunities as resources permit	✓
	b)	Expand the window of weekend 30 minute train service on the Lakeshore East and Lakeshore West lines.	✓
	c)	Expand service between Hamilton and Mississauga Square One Terminal as a next step to completing an east-west regional bus spine across the GTHA.	✓
	d)	Rationalize regional GO Bus services in Milton.	✓
	e)	Develop Marketing plan to support core business objectives.	✓
	f)	Implement new communication protocols, tools and campaigns to ensure effective and consistent messaging, as well as provide self-service options to customers.	✓
	g)	Complete the development of the policy framework for GO fare policy.	Phase I vision, goals and objectives completed. Key elements of GO fare policy being coordinated with analysis of fare and service integration and RER fare policy options. Policy framework to be developed Q4 2015-16.
	h)	Launch customer service communication channels. CAD/AVL Project on track to complete the deployment of On-Board Automated Stop Announcements, Computerized Dispatch and enhanced Customer Information for Bus.	✓
	i)	Enhance the customer first culture at GO Transit with the implementation of the next phase of the Customer Service Training Road Map – "I AM GO".	Implementation almost completed. I AM GO material completed on MyLinx, I AM GO Clue Reveal Video completed -I AM GO Persona Posters – Design completed and pending distribution to stations as support for station staff. Staff training component is well underway with contact centre staff 80% trained, with completion expected in Summer 2015. Station Operations – 66% trained – Target to complete is Dec 2015 Mandatory Back Office Teams – COMPLETE New Hire Leaders – 41%

			of staff trained
	j)	Award new multi-year bus procurement and prioritize snow clearing activities/agreements and bus stop conversions.	Bus procurement completed. Agreements in snow clearing and bus stop conversion is an on-going multi-year initiative and in partnership with municipalities
	k)	Automate the Parking and Fare Ticketing Processing function by deploying an on-line system, provided by a 3rd party company.	✓
12. Launch **UP Express** to link Union Station and Toronto Pearson airport, delivering a **differentiated customer experience.**	a)	Complete market research to support the launch and ongoing operation of the UP Express.	✓
	b)	Finalize the business model for the UP Express service, reflecting regularly updated ridership projections, for Board approval in late 2014.	✓
	c)	Implement a master communications plan, along with comprehensive marketing, to raise awareness and ridership of the UP Express.	In progress expected to complete Q1 2015-16
	d)	Execute operations plan for UP Express, leveraging Metrolinx capabilities and third party agreements to deliver a highly reliable service with attention to excellent customer service carrying roughly 5,000 passengers per day in the first year of operation	In progress expected to complete Q1 2015-16
	e)	Develop approach and design of UP Express front line training.	In progress expected to complete Q1 2015-16
	f)	Lead key projects for customer service solutions to support UP Express guest experience.	In progress expected to complete Q1 2015-16
	g)	Deliver the UP Express Technology Program whose 12 streams include: web site with mobile capability, customer Wi-Fi at stations and on-board trains, Customer Communication Management Systems, Contact Management (CRM), airline check-in kiosks, flight information displays, and launch of the region's first online ticketing system for transit.	All projects are in progress. Six out of twelve projects have been delivered in production and in use. The remaining 6 projects will go live with UP Express go live date of June 6, 2015.
13. Complete **rapid transit operating agreements** that are financially sustainable and emphasize excellence in **customer service** delivery.	a)	Complete preliminary Operating Agreement with TTC – August 2014.	The TTC Master Agreement of 2012 includes a "TTC Operating and Maintenance Agreement Principles" schedule. Plans to begin the preliminary. Discussions on the operating agreement with TTC are underway.

14. Enrich the **PRESTO** customer fare payment experience with **enhanced customer convenience** and increased payment flexibility.	a)	Develop customer experience strategy and market research on barriers to adoption.	✓
	b)	Develop channel strategy and business cases for card reload and distribution.	TTC Team putting together plan for self-service reloads throughout TTC which will inform options for other Service Providers
	c)	Implementation of pilot solution for 3rd party para-transit.	On Schedule: 3rd party para-transit pilot will occur in York Region August 2015 for 8 weeks with 31 agreed to users
	d)	Develop a strategy and business case for open payment using contactless cards and mobile devices.	Business cases are in planning stage.
	e)	Complete market research to ensure the voice of the customer is included in the products and services PRESTO offers.	In-Progress: VoC program is almost complete, pending review and approval from PRESTO executives for deployment – expected completion Q2 2015-16
15. Support the Pan/ParaPan Am games organizers in providing optimal mobility to games attendees and GTHA residents throughout the games period.	a)	Develop GO service plans to support Games travel, working as part of the MTO-led Games Transportation Planning process.	✓
	b)	Leverage GO and UP Express teams to support the Pan/ParaPan Am games. Including the development of staffing models to ensure a positive customer experience.	In-Progress expected to complete Q2 2015-16
	c)	Develop a business engagement strategy for the Pan Am Games in partnership with the Ministry and Transportation and Toronto 2015, and manage implementation of this strategy to Smart Commute Workplaces in the GTHA.	✓
	d)	Complete construction of the new James North station in Hamilton and rehabilitation of the Exhibition station.	Station to be operational before Pan Am/Parapan Am games
V. Ensure that Metrolinx remains a trusted organization with the capacity and flexibility to deliver *The Big Move*.			
16. Develop Metrolinx as an organization of engaged employees, with the capacity, expertise and design to meet evolving business standards and anticipate future needs.	a)	Deliver the new Management Essentials as a component of enhancing our strong professional and leadership development programs; Embed the Metrolinx values and behaviours into the organizational culture and talent programs; Refresh the HR 5-year Strategic Plan; Improve core HR operations by leveraging technology; Continue to enhance and implement Occupational Health & Safety Programs; Collective Agreement negotiations (ATU)	✓
	b)	Develop and begin implementing a diversity strategy by 2015.	Significant work is underway in the process to develop a diversity and

		inclusion strategy. Business case has been approved by Senior Management Team (SMT), and external consultant has been sourced. A project plan is being prepared, a Diversity and inclusion committee has been established, and focus groups are underway.
	c) Deliver a workplan for improving the commute for Metrolinx employees, including recommendations from the telework pilot.	A workplan for delivering on an enterprise-wide telework program is being implemented, with a target for fall 2015.
	d) Deliver a workplan on creating a culture of innovation at Metrolinx.	Work in progress - workplan will be presented to SMT in June 2015 for endorsement
	e) Leverage our employees' creativity and wisdom by implementing a pilot for a crowdsourcing platform to solicit and manage ideas and suggestions.	✓
	f) Employee Survey Action Planning; Develop and implement Onboarding Strategy for the 2014-15 workforce plan.	✓
	g) Develop an Enterprise Asset Management Plan and a Prioritization Framework.	Deliverables include development of asset hierarchies, enterprise asset management plans for each asset class, financial model, prioritization framework now estimating a completion date of Sept/Oct
	h) Procure a budgeting and reporting software tool to be rolled out for 2016-17 multi-year budget development process.	Completed - Rollout June 28, 2015
	i) Implement Procurement Transformation Strategy: o Fully executed resource transition plan and supporting onboarding plans for new (and current) PCS managerial and non-managerial positions according to the future state organizational design	✓
	o Implementation of work management initiative to monitor staff's current workload and provide them with a mechanism to report issues, solve problems and enable collaboration	✓
	o Execution of Program Planning framework to enable early strategic planning with the Divisions	The Procurement Services Client and Vendor Relations team

		has built-out the first draft of an Annual Procurement Plan (APP), but which requires further input from Client groups to validate and finalize. The APA is intended to identify synergies and efficiencies between client groups and types of procurement work in both of the capital and operating streams, as well as being a useful resource planning tool for Procurement Services. It is expected that the APP's outputs will mature over the next 2 annual development cycles in order to fully realize its intended purpose and functionality.
	o Execution of Value-for-Money initiatives including Qualifications-Based Selection (QBS) method, Procurement Vehicle decision model, Pre-Qualification Strategy for Design Engineering Services, Contract Bonding Business Case, Market Intelligence dashboard, and initiation of one operating category management initiative	✓
	o Documentation and implementation of tools, templates and process that directly impact cycle time and non-technology processes including Sourcing, and Vendor Relationship Management functions	✓
j)	Assessment of stakeholders, development of internal change readiness assessment and ongoing communications that include 13 roadshows and team meetings	The CSR team has been performing Constituency Tours and have completed 11 MPP Constituency Office visits to date. We have 3 pending and will be reaching out to the remaining offices over the next month.
k)	Form a Green Team to enhance employee engagement and morale, and leverage it to stay informed and report on other innovative projects implemented throughout the organization.	✓
l)	Establish a Sustainability Framework that will include a vision, roadmap, targets and an action plan. Support other departments in implementing specific actions.	Work in progress and 70% complete.

	m) Finalize the energy management plan and continue to work with the energy management teams and other divisions in implementing measures.	Currently being implemented by GO operating divisions
	n) Attain UITP Sustainability Charter Pledge Signatory status.	✓
	o) Ensure Sustainability Framework, Energy Management Plan and the Utility Information System and the internal progress tracking tools are aligned with and in support of achieving the APTA and UITP goals within the targeted timeframe.	✓
	p) Pending confirmation of budget, research and procure a Utility Information System to streamline and manage utility spending.	p) The procurement document (RFP) for the utility management information system has been developed and the contract will commence in 2015-16.
	q) Pending confirmation of resource availability, initiate the development of a Climate Adaptation plan in collaboration with other departments and external partners.	✓
	r) Introduce Vendor of Record program for architecture and landscape architecture (2014)	✓
	s) Carry out design review by dedicated panel for Crosstown (2014)	✓
	t) Carry out design review (MDRP) for all applicable GO stations/infrastructure and GO Design Excellence Guidelines (2014-15)	✓
	u) Make available to the external developer community and 3rd party operators, a standardized data feed containing GO Transit Rail/Bus and UP Express schedule, real time and service alert data.	✓
	v) Attract and retain the best talent and be recognized as an employer of choice through: o Adoption of Alternative Workplace Strategies (AWS) to promote employee engagement and a high-performance culture, and to ensure Metrolinx stays current with the changing workplace environment.	✓

	w) Ensure that the proper business structure, resources and processes are in place for Metrolinx to be effective, efficient, agile and durable: o Ensure that corporate support functions such as Procurement, Realty Services and Information and Information Technology possess adequate resources to manage anticipated workloads. o Acquire, fit-up and occupy up to 120,000 sq. ft. of new office space to accommodate Metrolinx's short and medium term head count growth requirements. o Develop a long-term office accommodation strategy by 2015, to house existing and future head count growth over a 10 to 20 year period. o Develop and implement systematic cross-functional support for Metrolinx's joint development initiatives.	Realty Services acquired 92,277 square feet at 277 Front Street West and an additional 15,400 square feet at 20 Bay Street to accommodate staff growth. Fit up of the 108,000 square feet to be complete as of June 2015. A long-term Office Accommodation Strategy provided to the Senior Management Team in May 2015. Final acceptance of the strategy is expected for August 2015.
	x) Finalize the Metrolinx Corporate I&IT Data Centre strategy by establishing a Primary and Disaster Recovery capability at MGS datacenters in Guelph and Kingston. Migrate Metrolinx Production Server and Storage infrastructure with all applications and data to the Primary in 2014-15. Establish the infrastructure in the DR center for activation in 2015-16.	The strategy has been finalized. The migration of the production servers and storage will be completed on December 15, 2015. Infrastructure will be implemented by the end of calendar 2015. The deployment of the DR capability with testing will be completed and operationalized in calendar 2016.
	y) Address the aging of the current corporate telephone system by migrating to a modern VoIP (Voice Over IP) system. Project to address the current issues of inconsistent systems across locations, lack of unified communication features, inclusion of stations and small office locations into the corporate systems, a significant increase in Call center functionality and the implementation of an IVR (Interactive Voice Response system).	The core system has been deployed in the corporate primary data centres with a failed over DR system already established. The call centre has been migrated to this new infrastructure with all functionalities included. The roll out to the offices will be completed in calendar 2015 with Unified Communications.
	z) Replace the Router and Switch components of the Corporate Network Infrastructure to address the End of Life status of the existing equipment, provide enhancements to address security and PCI compliance, increase the capacity to meet growing usage and support new technologies such as VoIP.	

	aa)	Implement Capitalized labour Tracking to address the Provincial Auditor findings and improve Capital Labour reporting & management. Functionality will be incorporate into the Workbrain Scheduling and Timekeeping system as a Phase 3 deliverable.	Will be completed by Q1 2016.
	bb)	Improvements to the I&IT Service Management Process by implementing 9 ITIL based IT Operational Processes and implement a new Service Management System for improved customer experience, operation efficiency and reporting.	In progress. Will deliver in 2016.
	cc)	Upgrade the Security Infrastructure between the Corporate network and the Public Internet, the DMZ (De-militarized Zone) to improve the security posture, increase capacity and add new capabilities to address emerging requirements.	In progress. Will be completed in calendar 2015.
	dd)	Upgrade the underlying technology of the Corporate Enterprise Management System, Oracle EBS ERP to to meet the requirements of the growing business users.	Project has started. System integrator will start work in Q1 2015-16.
	ee)	Initiate the first stages of a multi-year plan to outsource the property administration function within Realty Services to improve the organization's property and lease administration capabilities. Establish a property and lease administration database to track and report on Metrolinx's real estate portfolio.	Staff resources for oversight of Outsourced Service Provider selected January 2015. Terms of Reference for RFP to assist in the development of a scope of work to be completed by June 2015. Development and issuance the RFP by January 2016. Contract award expected by Q2 2016-17
17. Demonstrate that Metrolinx provides excellent **value for money** through **performance monitoring** and periodic efficiency reviews.	a)	Implement a suite of public facing Key Performance Indicators (KPIs) along with targets and supporting Management KPIs to submit to the Board of Directors before the end of 2014.	✓
	b)	Establish process as part of the business case framework to embed an economic and financial review of project performance against previously forecasted results.	✓
	c)	Provide an annual report summarizing the benefits (cost savings and cost avoidance) of Transit Procurement Initiative (TPI).	✓
	d)	Deploy an Enterprise Risk Management (ERM) System software.	Project is in progress. The Third party vendor has been selected. Currently in design and test phase. Project is target to go live in fiscal 2015-16
	e)	Support the development of a strategy for a Business Intelligence (BI) System for generating Corporate Reporting.	This work remains underway with the information Management strategy. Target for Q4

	f) Upgrade the CI Project Management System, Clarity, to allow the system to continue to support the business and provide additional feature to enhance the reporting and value.	2015-16 ✓
	g) Undertake the Project to migrate the existing Procurement System to the Corporate Enterprise Management System (Oracle EBS ERP).	Oracle EBS ERP is achieved as far as requirement gathering is complete, and has been provided to I&IT to coordinate the release of the ERP tender, which incorporates the system requirements of Procurement, Finance and HR Scheduled to be done as part of the overall ERP upgrade initiative. Will start in January 2016, target for Q4 2015-16
	h) Complete the upgrades of the RTI Project Management Systems; Ecosys, Primavera, Contract Manager and improve the integration with the Corporate ERP system.	The project will be completed by Q2 2015-16
18. Establish trust as the regional transportation authority, modeling integrity, **transparency and accountability**.	a) Initiate the implementation of Open Metrolinx, a strategy for Open Government.	The strategy is initiated, working group formed, workplan established. API to be released in Q3 and online platform in Q4 of 2015-16
	b) Conduct a review of integrated planning and reporting for the Board of Directors.	✓
	c) Implement and roll-out business case development process for projects greater than $50M.	July, 2014 Provincial budget spoke to "the use of rigorous business case analysis". The RER announcement resulted in higher need and visibility for Business Case (BC) analytics. Requirement for BC's in Capital Approval Policy issued by CFO in Feb., 2015 (project is greater than $50 M)